

THE TOWN OF BRADFORD WEST GWILLIMBURY
Leisure Services Master Plan
JANUARY 2017 | FINAL





Town of Bradford West Gwillimbury

Leisure Services Master Plan

January 20, 2017

Prepared by:



in
association
with



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Section 1:

The Foundations of Leisure Services in BWG

The Town of Bradford West Gwillimbury (“BWG”) prides itself on its longstanding investments in the parks and recreation system. Through dozens of parks and recreation facilities that contribute countless benefits to the community, BWG residents have access to many programs, services, events and opportunities for self-scheduled recreational activities ranging from organized sports to picnics in the park.

The Leisure Services Master Plan defines BWG’s parks and recreational needs to the year 2026, guiding the necessary decisions required to support investments and action plans over the next ten years. A Vision and Guiding Principles have been crafted to guide the Master Plan and accordingly the two Town Divisions responsible for implementing it, namely BWG’s Recreation Division and Parks & Property Division. The Vision and Guiding Principles reflect three critical aspects through which this Master Plan’s analyses and recommendations have been based:

- Reinforcing the importance of the local parks and recreation system.
- Alignment with the Framework for Recreation in Canada.
- Reflecting local values and unique characteristics as uncovered through research and consultations specific to BWG.

Leisure Services Master Plan Vision

“The Recreation Division and Parks & Property Division strive to strengthen Bradford West Gwillimbury as a welcoming, connected, and inclusive community where all residents can enjoy the benefits of leisure and physical activity.”

Guiding Principles

- 1. Active Living**
Foster Active Living by providing and supporting active opportunities in Bradford West Gwillimbury.
- 2. Inclusion and Access**
Ensure that all residents are included and welcomed to participate in leisure opportunities within Bradford West Gwillimbury’s facilities and parks.
- 3. Connecting People and Nature**
Ensure that all residents and visitors can explore and benefit from being in Bradford West Gwillimbury’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 improve the delivery of Bradford West Gwillimbury’s leisure opportunities through communications, working with the community and professional development.

The Importance of a Strong Parks and 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's 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.

Recognizing this, the field of recreation and parks planning has emerged to effectively position decision-makers and service providers to meet the recreational needs of a community in a sustainable manner. Municipalities frequently undertake assessments of their recreation and park systems to develop policy frameworks, and quantify benefits and needs through performance measures.

Alignment with the Framework for Recreation in Canada

To support its goal of providing exceptional leisure services to residents of Bradford West Gwillimbury, the Leisure Services Master Plan has been aligned with the Framework for Recreation in Canada 2015¹ (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.



¹ Interprovincial Sport and Recreation Council and the Canadian Parks and Recreation Association. January 2015. A Framework for Recreation in Canada 2015: Pathways to Wellbeing.

Reflecting the Local Context through Research and Consultation

Input from Master Plan Consultations

Community engagement was an integral component of the Master Plan's methodology. Primary data was collected from BWG residents, local stakeholder groups, Town Council, and Town Staff to provide valuable insight into the Town's strengths, needs and opportunities with a focus on improving the quality of, and access to parks and recreation facilities and services. The engagement tools used in this Master Plan included:

- Community Awareness Campaigns
- Master Plan Visioning Session (10 attendees)
- Online Community Survey (371 individual responses)
- Stakeholder Group Survey (29 group responses)
- Stakeholder Workshops (40+ attendees)
- Town Staff Roundtables
- Town Council and Key Opinion Leader Interviews
- Public Meeting (to be held at a later date to test the draft Master Plan)



Veterans Park

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

BWG's Community Profile

The Town's 2016 population estimate is 35,781 persons,² building upon growth recorded through Statistics Canada Census data. Historical Census data has recorded a 1% average annual growth rate between 1996 and 2011, though the rate of growth has – and is forecasted to – accelerate considerably over the next ten years and beyond. The Town's population is projected to reach 47,500 persons³ by the end of the master planning period in the year 2026, adding nearly 12,000 new residents and representing an average annual growth rate of approximately 3%.

² Development Charge Background Study and Proposed By-Law. Watson & Associates. September 2014.

³ Year 2026 figure created for the purposes of this Master Plan using a straight-line extrapolation of figures referenced in the Development Charge Background Study.

According to Simcoe County land budgets, nearly all future population growth is expected in the primary urban settlements of Bradford and Bond Head. Under the Growth Plan for the Greater Golden Horseshoe and various land budget exercises, the population of rural areas is expected to remain largely unchanged over the master planning period. The Town is presently in the midst of updating its Official Plan through which population projections specific to individual settlement areas will be created (no such projections exist at time of writing). This new data, combined with 2016 Census data that will be released over the course of the next year, may confirm or require an adjustment of recommendations contained herein.

Other key demographic considerations include:

- BWG's median age is much younger than the Canadian and Simcoe County medians (37.2 versus 40.6 and 41.8, respectively). However, in line with national trends, BWG's growing population is aging. Between 2001 and 2011, age groups over 45 years grew significantly faster than younger age groups. For example, the population between 5 and 14 years of age decreased by 4.4% whereas over the same period, the population over the age of 45 grew by 68.3%. The age profile of a community assists in determining the optimal mix of leisure facilities, programs and services.
- BWG's median income, at \$83,205, is significantly higher than Simcoe County and Ontario, at \$67,468 and \$66,358, respectively. The percentage of residents who fall below the low-income measure is also lower at 8.4% compared to 11.3% and 13.9% (Simcoe County and Ontario, respectively). 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 with 46% of the population attaining a postsecondary certificate, diploma, or degree, compared to 50% of Simcoe County and 55% of Ontario as a whole. Generally speaking, higher levels of educational attainment correlate with higher levels of participation in leisure activities.
- 21% of BWG's population was born outside of Canada, in line with Canadian trends. 86% of BWG's immigrant population arrived prior to 2000, indicating that the majority are established in the community and familiar with sports and activities offered in Canada. The majority of immigrants, 67%, are of European descent and 19% are of Asian descent. 22% of BWG residents identified a non-official language as their mother tongue; however, 87% of residents speak English at home.



Alan Kuzmich Park

- As BWG is expecting a substantial population increase over the next 10 years, it is likely that the makeup of new residents may be more culturally diverse than the current population if regional immigration trends are an indication. This means that leisure facilities, programs, and services will need to take into account how these population changes will impact demand and participation.

Considering Other Municipal Objectives

A number of background documents have been reviewed to understand the planning context surrounding the Master Plan, on the basis that this Master Plan forms part of a broader policy context for the Town as a whole. There are a number of documents and provincial policies that affect BWG’s growth and land uses – the Master Plan is to be utilized, in conjunction with other documents, to guide local planning and decision-making. Pertinent provincial legislation and a number of documents that have been reviewed as part of the planning process are listed below.

Provincial Legislation

- Ontario Planning Act
- Provincial Policy Statement
- Greenbelt Plan
- Growth Plan for the Greater Golden Horseshoe

Strategic Policy Documents

- Framework for Recreation in Canada
- Simcoe County Official Plan
- BWG Official Plan
- Leisure Services Master Plan, 2003
- Trails System Master Plan, 2010
- Development Charge Background Study, 2014

Other Information

- 2011 Census Community Profile
- 2011 National Household Survey
- BWG Leisure Guides
- 2016 BWG Budget and Business Plan
- Henderson Community Park Master Plan, 2014
- Parks and Open Space Service Manual
- Schedule A - Fees & Service Charges, 2016

Recommendations

- #1. The Community Services Department will have regard for the Framework for Recreation in Canada – as endorsed by the Canadian Parks and Recreation Association, the Federation of Canadian Municipalities, and supported by the Provincial/Territorial Ministers responsible for Sport, Recreation and Physical Activity – in the overall planning, management and implementation of action plans for the Town of Bradford West Gwillimbury’s parks and recreation system.
- #2. Adopt the Vision and Guiding Principles articulated in the Leisure Services Master Plan to guide the parks and recreation planning activities of the Community Services Department.
- #3. Conduct an internal review of the Leisure Services Master Plan upon the release of 2016 Census of Canada results along with any relevant outcomes - including but not limited to population growth forecasts and proposed land use planning principles – that emerge out of the Town of Bradford West Gwillimbury’s Official Plan Update process presently underway.



Goal 1: Active Living
Foster active living through physical recreation.

Section 2:

Fostering Active Living Through Physical Recreation

- FRC Goal 1 -

Data compiled through the Canadian Health Measures Survey indicates that 9% of children and youth accumulate at least 60 minutes per day of moderate to vigorous physical activity recommended through Canada's Physical Activity Guidelines. Based on these less than optimal results, the ParticipACTION Report Card on Physical Activity for Children and Youth assigns a grade of D- for overall physical activity in 2016 for the fourth consecutive year. While the ParticipACTION Report Card does not delve into adult physical activity levels, 2011 data from Statistics Canada also using the Canadian Health Measures Survey showed that 17% of adult men and 14% of adult women attained the recommended 150 weekly minutes of moderate to vigorous physical activity, though usually concentrated in activities occurring infrequently throughout the week.

The importance of being physically active is well understood in Canadian Society however the long term commitment to reap the physical and psychological benefits is embraced by a very low percentage of Canadians. There have been many public education campaigns and initiatives developed to encourage Canadians to increase the frequency, intensity and duration of being active. Of particular note are the Canadian Physical Activity Guidelines, Canadian Sedentary Behaviour Guidelines, the Canadian Sport for Life Long Term Athlete Development Program, and the introduction of Physical Literacy. These are described further as ways and means of increasing physical activity in BWG.



BWG Leisure Centre



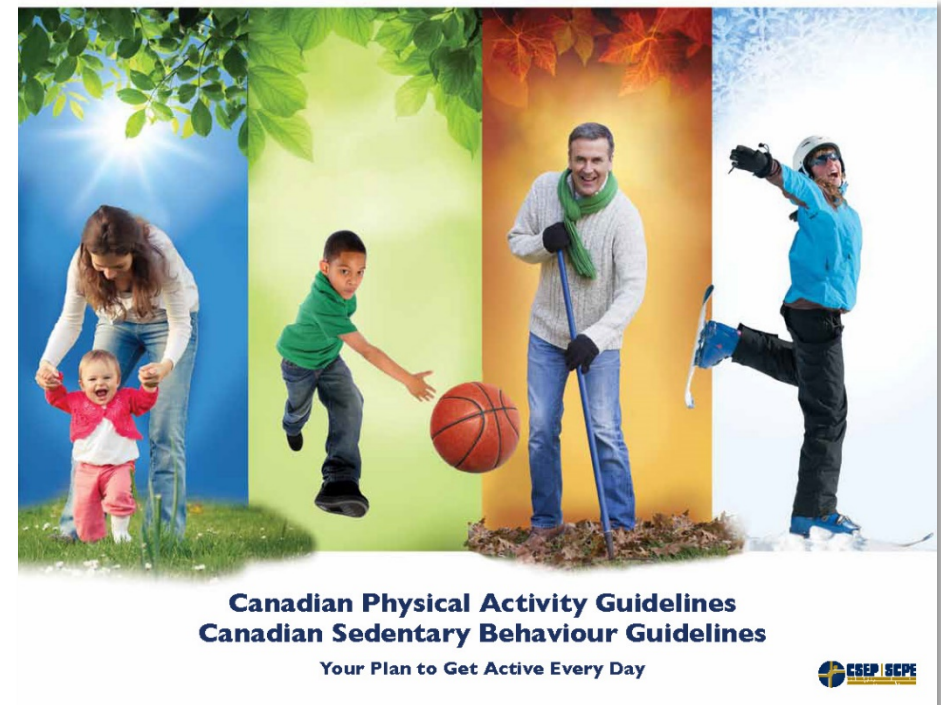
Goal 1: Active Living
Foster active living through physical recreation.

Canadian Physical Activity Guidelines

In 2011, the Canadian Society for Exercise Physiology released the Canadian Physical Activity Guidelines based on over four years of research analysis funded by several groups including the Public Health Agency of Canada. The Canadian Physical Activity Guidelines (see Figure 1) are consistent with the World Health Organization's guidelines, and provide advice on how much physical activity is generally recommended to realize health benefits among various age groups.

Canadian Sedentary Behaviour Guidelines

Daily participation in physical activity is critical to one's well-being, and one must consider how sedentary behaviours can have a detrimental effect on healthy outcomes. The Sedentary Guidelines developed by the Canadian Society of Exercise Physiology (see Figure 2) set about to minimize the amount of time that Canadians are inactive in a typical day (the guidelines themselves focus on children and youth under 18 years of age). Sedentary behaviours are defined as "postures or activities that require very little movement" and can be described as time spent in front of a computer, electronic game or television, extended sitting, time spent in motorized transport and in the case of 0 to 4 years old being restrained in a stroller or car seat. Setting limits on the amount of daily screen time is also suggested.





Goal 1: Active Living
Foster active living through physical recreation.

Figure 1: Canadian Physical Activity Guidelines

Age Group	Frequency and Duration	Intensity	Types of Activity
Early Years (0 to 4)	180 minutes throughout the day (toddlers)	Any intensity	A variety of activities in different environments Activities that develop movement skills
Children (5 to 11)	60 minutes per day	Moderate to Vigorous	Vigorous activities at least 3 times per week Activities that strengthen muscle and bone at least 3 days per week
Youth (12 to 17)	60 minutes per day	Moderate to Vigorous	Vigorous activities at least 3 times per week Activities that strengthen muscle and bone at least 3 days per week
Adults (18 to 64)	150 minutes per week, in bouts of 10 minutes or more	Moderate to Vigorous	Add muscle and bone strengthening activities using major muscle groups, at least 2 days per week
Older Adults (65+)	150 minutes per week, in bouts of 10 minutes or more	Moderate to Vigorous	Add muscle and bone strengthening activities using major muscle groups, at least 2 days per week

Source: Canadian Physical Activity Guidelines, 2011

Figure 2: Canadian Sedentary Behaviour Guidelines

Age Group	Sedentary Guidelines and Screen Time
Early Years (0 – 4)	Sedentary – limit time spent in motorized transport, sitting, time spent indoors and being restrained in strollers etc. Screen Time – not recommended for 0-2 years and no more than 1 hour per day for 2 to 4 year olds
Children and Youth (5 to 11) and (12 to 17)	Sedentary – limit time spent in motorized transport, sitting and time spent indoors Screen Time – no more than 2 hours per day



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

Canadian Sport for Life

Sport for Life (CS4L) is a movement to advance the quality of sport and physical activity in Canada through improved athlete training and better collaboration between all stakeholders in the sport system, including sport organizations, education, recreation and health. A key feature of CS4L is Long-Term Athlete Development (LTAD), a sport developmental continuum athletes follow through introduction to optimal training, competition, and recovery from childhood through all phases of adulthood.

CS4L has been gathering momentum since the publication of the 2005 resource paper Canadian Sport for Life. Since then, every national sport organization in Canada has developed sport-specific LTAD guidelines for their athletes. Further work has been done by provincial organizations and governmental groups and agencies to promote CS4L in their jurisdictions. The vision behind CS4L is to create a common approach in supporting participation in sport. The aim is to encourage and keep more Canadians active for life with recreational sport and physical activity, and at the same time help Canadians in all sports win more medals internationally.

The seven stages of the Long-Term Athlete Development Pathway are:

- | | |
|--|--|
| Stage 1: Active Start (Ages 0-6) | Stage 5: Training to Compete (Girls 15-21, Boys 16-23) |
| Stage 2: FUNdamentals (Girls 6-8, Boys 6-9) | Stage 6: Training to Win (Girls 18+, Boys 19+) |
| Stage 3: Learning to Train (Girls 8-11, Boys 9-12) | Stage 7: Active for Life (Any Age) |
| Stage 4: Training to Train (Girls 11-15, Boys 12-16) | |

The stages support the development of the 'whole' person (mind, body, spirit) and include the corresponding physical literacy stages. Physical literacy is defined as: the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life (Whitehead, M. 2014).

Consistent with CS4L, recreation providers play an integral role in developing physical literacy in children and youth, as well as promoting lifelong physical activity for all Canadians. Because many different institutions, agencies, and groups are involved in delivering sports and physical activity programs, CS4L recommends that recreation, education and sport clubs coordinate their efforts for the greatest welfare of the children in their programs. In the past, the sport system has been divided into silos of program delivery: recreation, sport clubs, and physical education in schools. It has been expensive and inefficient. Under the



Goal 1: Active Living
Foster active living through physical recreation.

CS4L framework, recreation works together with sport to harmonize programs and create a more effective system for every citizen in Canada.

Recreation and sport can work together more closely to create seamless delivery of quality sport and physical activity programming. Here are some key areas where the CS4L model can be a guide:

- | | |
|--|--------------------------|
| 1. Physical Literacy Program Development | 4. Facility Planning |
| 2. Municipal Planning and Sport Strategy Development | 5. Access and Allocation |
| 3. Sport Councils | |

Research Supports Activity through Physical Recreation

A Wide Variety of Accessible Active Programs – A full range of active programs and services for all ages and abilities is critical to the success of an engaged and active community. The analysis to date of the available opportunities in BWG demonstrates that the community is quick to respond to emerging trends and offers active opportunities for all ages.

Community Signage – There is evidence that suggests that people will follow signage such as “Take the Stairs”, “Walk 1 km to the next bus stop” and signage that captures distances on trails and sidewalks, etc.

A Guide for Population Based Approaches to Increasing Levels of Physical Activity - The World Health Organization has developed a guide that captures best practices and evidenced-based approaches for increasing physical activity. The document, entitled “A Guide for Population Based Approaches to Increasing Levels of Physical Activity”, is versatile and can be utilized for national, provincial and local strategy development. The document captures the relevant principles and can be utilized as a checklist for increasing physical activity in BWG.

- | | |
|---|--|
| – High Level Political Commitment | – Alignment with National Policies and Initiatives |
| – Specific Objectives | – Identification of National Health Goals and Objectives |
| – Funding | – Clear Identity for the Strategy |
| – Support from Stakeholders | – Interventions at Different Levels within the Local Reality |
| – Cultural Sensitivity | – Leadership Development |
| – Relationship with Other Related Sectors | – Broad Dissemination of the Strategy |
| – A Coordinating Team | – Multiple Interventions Strategy |
| – Target the Whole Population as well as Specific Target Groups | – Monitoring and Evaluation |

Recreation

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

- Framework for Recreation in Canada 2015



Goal 1: Active Living
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Framework for Recreation in Canada – A Comparison to High Performance Practices

The following table provides a list of actions that would support the goal of Active Living to a significant degree. The analysis of the inputs into the Master Plan 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 Leisure Services.

Goal 1: Active Living Foster active living through physical recreation				
	Not in Place	Under Development	Partially Complete / Implemented	In a Mature State
1.1 Physical activity, recreational and sport experiences are open to all ages (through the life course).				•
1.2 Barriers that prevent participation in physically active recreation programs and sports are recognized and are being addressed.			•	
1.3 Physical Literacy is incorporated in active recreation programs and encouraged by organizations supporting children, youth older adults etc.		•		
1.4 A range of opportunities are provided for children and youth to be active and participate in low-no cost planned or spontaneous activity with families and/or multi-generations			•	
1.5 Training programs for recreation leaders and volunteers provide information on the importance of reducing sedentary behaviour; including tips and ideas that enable them to implement ideas into their program plans on a regular basis.		•		
1.6 The municipality has an overall strategy that seeks to increase physical activity and active living.		•		
1.7 Community partners (education, health, social services, sport organizations, age specific groups etc.) work together to increase physical activity and active living.		•		
1.8 Best practices identified by the World Health Organization or other evidenced-based interventions to increase levels of physical activity in your community.	•			
1.9 Residents have the opportunity to participate in sport at the level of their choice. Residents are physically literate and have the basic skills to participate in sport and active pursuits.			•	



Goal 1: Active Living
Foster active living through physical recreation.

Strengths and Challenges in BWG

Strengths

Parks and Recreation Month

The Town promotes physical activity throughout the year and particularly during the month of June to recognize Parks and Recreation Month (a national initiative). BWG hosts “Trails Day” and the “Mayors Hike for Health”. All residents are encouraged to walk varying distances and are guided by Lake Simcoe Conservation Authority Staff and are supported by the 1st Bradford Scouts. This is an excellent example of community partnerships to promote and address increasing physical activity and outdoor activity through the trails system.

Active Programs for All Ages

Programs to engage residents in physical activity and sports are offered for all ages. Children’s active programs include gymnastics, Playball, tennis, dance, cheerleading and skipping. Youth Fitness classes are offered to residents from 10 -13 years of age and include popular classes such as Zumba, Cycling, Bootcamp, Zumba, Abs and Yoyalates. Introducing youth to an active lifestyle will set strong lifestyle habits for the future and positive long-term health outcomes. Active programs for adult and older adults include dancing, tennis, racquet sports and fitness memberships.

Camps

BWG has a robust summer camp program. Continuing to include a variety of community “experts” to assist with staff training will support a more fulsome understanding of challenges facing program participants, thus enabling staff to better address all participant needs. A focus on training related to mental health would be one example that would benefit program staff and assist in understanding opportunities to enhance mental and social well-being by creating supportive program environments within Town programs and summer camps. Working with local police in joint training and gap identification is also an area for future consideration to maximize existing local resources and strengthen partnerships.

Causal Drop in Opportunities

Another program consideration is to investigate more flexible, drop-in program choices. As customer feedback and community consultation noted a lack of time and inconvenient program times as a barrier to participation, an increase in drop-in indoor and outdoor choices is an opportunity worth exploring. Targeted recreation education campaigns built on the “just do it” theme making active and outdoor choices the easy choices, could increase knowledge about how recreation contributes to enjoyment and quality of life.

“My family is very active in BWG and overall we couldn't ask for a better opportunity to be active.”

- Public Survey Respondent



Goal 1: Active Living
Foster active living through physical recreation.

Providing examples of easy, unstructured options can help people plan to make recreation part of their daily life choices.

Challenges

Growing Population

The population of BWG is expected to increase by approximately 12,000 residents over the next ten years; staff will need to track the penetration rate (number of people participating in recreation services and sports) and satisfaction levels for each age group to be prepared to offer programs and services that will meet the needs of a growing population.

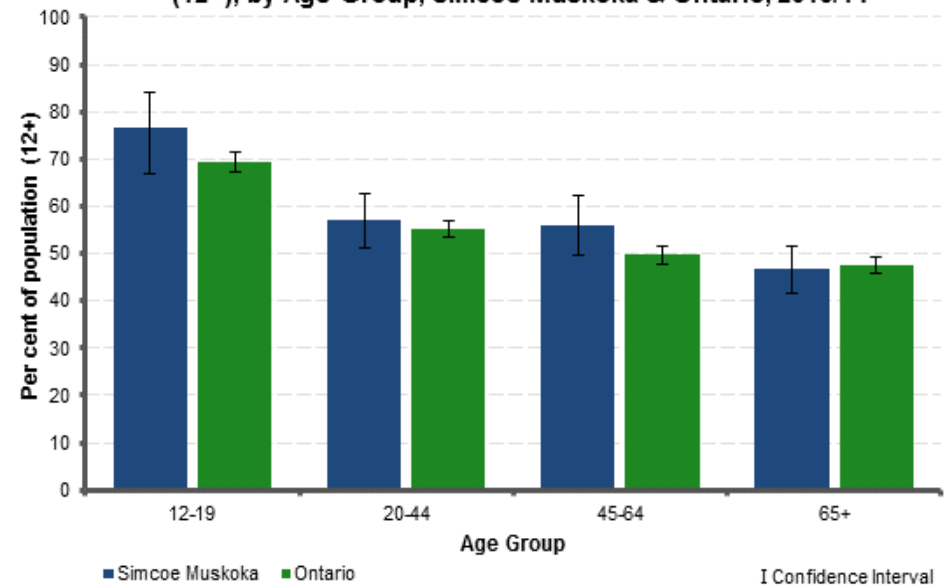
More Residents Need to Be Active More Often

According to the 2014 Canadian Community Health Survey (CCHS) conducted by Statistics Canada, 56% (50.8%, 60.2%) of Simcoe Muskoka residents (12+) were considered active or moderately active based on the leisure-time physical activity index. The proportion of the population that is considered active or moderately active in Simcoe Muskoka had been significantly higher than the provincial levels each year from 2003 to 2012; however, for both 2013 and 2014 the Simcoe Muskoka and provincial rates were not significantly different from each other.

By Age Group

Leisure-time physical activity decreases with age. In 2013-2014 among the Simcoe Muskoka population (12+), approximately three-quarters (77% (66.9%, 84.2%)) of youth (12-19 years) were active or moderately active compared with less than half (47% (41.7%, 51.7%)) of seniors (65+ years). Leisure time physical activity in Simcoe Muskoka was similar to the province as a whole for all age groups.

Active or Moderately Active During Leisure Time, Population (12+), by Age Group, Simcoe Muskoka & Ontario, 2013/14



Data Source: Canadian Community Health Survey (CCHS), Statistics Canada, Annual Content (2013 - 2014). Ontario Share File, distributed by the Ontario Ministry of Health and Long-Term Care.

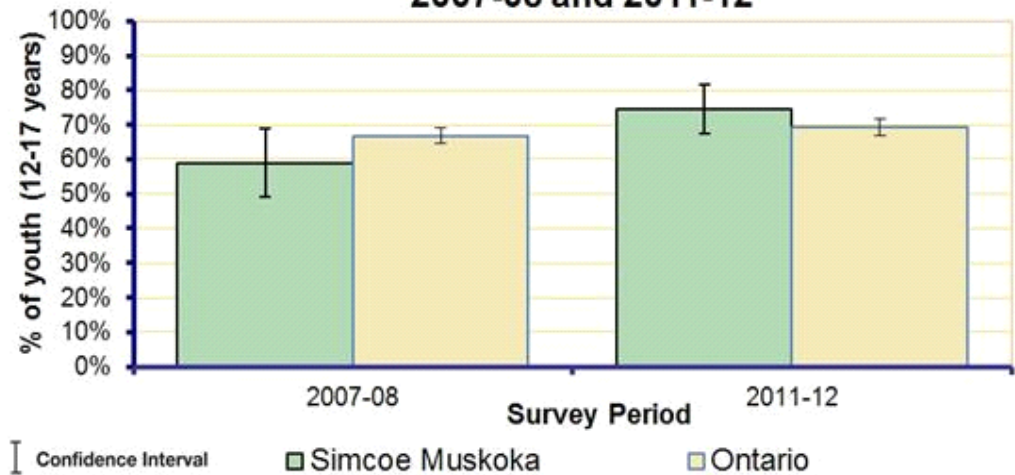


Youth Screen Time

According to the 2011-2012 Canadian Community Health Survey (CCHS) conducted by Statistics Canada, nearly three-quarters (74% (67.5%, 81.5%)) of Simcoe Muskoka youth (12-17) exceeded the guideline of no more than 2 hours per day of recreational screen time⁴, which was significantly higher than in 2007-2008 where 59% (49.3%, 68.9%) exceeded the youth screen time guideline. In 2011-2012 among Ontario youth (12-17 years), 69% (66.8%, 71.8%) exceeded the recreational screen time guideline, which was not significantly different than what was reported for the province as whole in 2007-2008.

In 2011-2012 among Simcoe Muskoka youth (12-17), significantly more boys exceeded the recreational screen time guideline (85% (73.3%, 91.9%)) when compared with girls (64% (51.2%, 75.1%)). During the same survey period, more Simcoe Muskoka youth living in households in the bottom half of the income distribution exceeded the screen time guideline (80% (71.0%, 87.0%)) when compared with those living in the top half of the income distribution (63% (45.7%, 77.8%)). Although the difference in excessive screen time for those in higher and lower income households is large (i.e. close to 20%); the difference was only borderline significant (chi-square=3.1; p=0.08) due to a relatively small number of children surveyed in Simcoe Muskoka during the survey period.

15+ hours per week of Recreational Screen Time, Simcoe Muskoka & Ontario Youth (12-17 years), 2007-08 and 2011-12



Data Source: Canadian Community Health Survey (CCHS) Annual Content [2007-08 & 2011-12].
Statistics Canada, Ontario Share File, Distributed by the Ontario Ministry of Health and Long-Term Care.
Screen time includes television, computer and video games.

Youth

The demographic profile of BWG indicates that the children and youth population will decline in the coming years. While these age groups will not increase in numbers it is still very important to engage as many young residents in recreation as possible. The benefits of developing into responsible and resilient adults can partially be attributed to active lifestyles. Playworks is a collective of youth serving agencies in Ontario which has developed a framework of 16 elements that depict a municipality as a Youth Friendly Community. In

⁴ Screen time refers to time spent in front of the television, computer, video game console, mobile devices, etc.



order to well serve youth, it would be prudent to address the elements of a Youth Friendly Community in the development and oversight of leisure services for youth in BWG.

At the end of the master planning period in 2026, there could be upwards of 6,000 youth between the ages of 10 and 19. In support of the service enhancements that would be obtained through a Youth Friendly, Goal 3 of the Master Plan and FRC strive to provide supportive environments for physical and social recreation. The Master Plan recommends physical spaces for youth including a potential youth-oriented space within a revitalized Bradford & District Community Centre (or other appropriate facility), a redesigned skateboarding venue at Centennial Park, continued investments in facilities used for minor sports, and hard surface courts for pick-up basketball and ball hockey (also refer to Appendix A).

Older Adults

Older adults are expected to make up 28% of the BWG population in the future. Many trends in serving older adults to attain active and reduce sedentary lifestyles are currently being addressed in municipalities across Ontario. Many older adults choose to join mainstream programming and opportunities. Pickelball has become of significant interest to many seniors, and better coordination amongst groups is serving to engage older adults. The needs of younger older adults differ from elderly seniors – one size does not fit all. There are 6 seniors groups who are self-determining in BWG and a host of programs and activities that the Town provides that attracts the older adult population.

A more robust strategy – by way of a comprehensive Older Adult Plan - is required to ensure that the older residents have the ability to be active considering the growth in the older population. Goal 4 of the Master Plan also includes a recommendation (see Recommendation #44) reinforcing the need for continued and regular consultation with local seniors' organizations to ensure programs, facilities and services continued to be delivered as part of providing supportive environments.

Sport Development

BWG has a strong sport delivery system made up of volunteers who work diligently to provide sport development and leagues for residents of all ages. Sport participation, according to the Canadian Institute of Fitness and Lifestyle Research Institute, is increasing in Canada although there is still difference between male and female participation (men participate at a rate of 46% while women participate at a rate of 22%). Many challenges face residents who may be interested in sport including affordability, not knowing what sports may be of interest, the notion that sports are competitive and awareness of opportunities to name a few. Many municipalities have developed sport alliances or sport councils to work together to address these barriers and share resources such as training for coaches, physical literacy, etc. This collective approach to sport development and sport tourism is proving to be very effective in Ontario.



Promising Practices in Other Jurisdictions

National/Provincial Recognition Days and Months – The first Saturday in June marks National Health and Fitness Day. Numerous municipalities across Canada have proclaimed that day to celebrate the many active amenities within the community through nature walks, free access to facilities, “try it” days for sports etc. June is Recreation and Parks Month, and the Town of BWG participates in many ways to engage the community.

Age and Family Specific Interventions

Pre-School

Physical Literacy – The Turn 20 Acton Early Years initiative identified that Kindergarten students were vulnerable in the area of physical health and well-being specific to gross and fine motor skills. A collaborative group led by Our Kids Network Halton committed to an action plan with specific activities, resources and tools focused on addressing gross and fine motor skills. One specific activity was securing funding so students could participate in the Monkeynastix movement education program at school to help improve gross motor skills. By making this program available in school the students experienced the benefits of movement education and development without the challenges of accessibility (e.g. financial limitations or parent engagement).

Toys in Playgrounds – Municipalities are placing toys (buckets, trucks, sand toys, larger figurines) and play units (kitchens, workshops) in playgrounds to encourage children to stay outside longer, use their imagination and meet other toddlers while visiting the playgrounds. (Toronto)

The design of playgrounds must also be considered in providing safe environments for children to play in and include shade, trees and access to water. Natural playscapes with physically challenging environments for children also contribute to increased time outside and an increase in physical activity.

Children

Grade Five Fit Pass – Grade 5 students in Durham Region are offered a pass for free access to public swimming, skating and drop-in programs through a partnership with Public Health. Active participation of this age group typically witnesses decline (especially females) and the pass offers opportunities to be active and go with friends to active opportunities at no cost.

Make Room for Play – ParticipACTION – According to ParticipACTION 63% of children’s free time afterschool and on weekends is spent being sedentary. The Make Room for Play encourage parents and caregivers to get their families outside for walks and active play opportunities.



Goal 1: Active Living

Foster active living through physical recreation.

Make Room for Play Mobile App – ParticipACTION has developed a mobile App in concert with the BC Government to list active living opportunities for families; the app has been activated in Ontario as well.

Unplug and Play Challenge – ParticipACTION – Log physical activity for one week in March to gain certificates and obtain active ideas through the website.

Youth

Goodlife offers youth free access to their fitness centres in the summer time to encourage youth to become more interested in regular exercise and possibly get involved in volunteerism opportunities within the clubs which may lead to future employment.

Fitness Equipment in Parks - The Town of Whitby amongst other municipalities has installed fitness equipment in its waterfront park. The equipment is situated in a circle and residents of all ages can be seen leaving the waterfront trail to access and utilize the apparatus. See the fitness assessment of this Master Plan (namely Recommendation #43) for more regarding outdoor fitness.

Open Streets – The concept of closing a length of road for active pursuits (walking, running, biking, rolling etc.) began in Bogota, Columbia and is gaining momentum in many North American cities such as New York, Toronto, Waterloo and Hamilton. Toronto has named their route a “paved park” to provide Canada’s largest recreation experience. The road closure for a specific day or duration over the summer encourages residents to come out and be with other families and residents. Often facilitators are set up to provide yoga, massages and promote active living messages. Food and refreshments are provided by businesses along the route.

MeetUp is a software application and social group that allows any provider of activities to promote their opportunity on the App. One becomes a member at no cost and indicates which active opportunities appeal to them as a member of MeetUp. Each Monday a list of opportunities is offered to the member and the member is invited to “join in”. The member indicates whether they are able to join and the organizer is given an indication of the numbers of people who will be attending. This is a very informal but effective way of providing residents with self-governing opportunities to be active.

Social Media is already utilized to promote events and activities within BWG. Monitoring the use of social media will provide insights into successful methodologies of communicating with the public and creating a conversation about opportunities and improvements toward more active lifestyles.



Goal 1: Active Living

Foster active living through physical recreation.

Recommendations

- #4. Train staff, volunteers, sport stakeholders and organizations working with varying age groups in introducing Physical Literacy and the merits of offering a range of active opportunities to their members/clients.
- #5. Develop a Sport and Physical Activity Plan to ensure that more residents are increasing the frequency, duration and intensity of active pursuits and further that all residents can be engaged in sport at a level of their choice.
- #6. Develop an annual Sport and Physical Activity Report Card (one-page illustration) to demonstrate to the public the results of the Canadian Community Health Survey, participation in sport and physical activity programs in Bradford West Gwillimbury and the penetration rate of residents by age group in sport and recreation.
- #7. Work toward addressing the Youth Friendly criteria in the delivery of leisure services for youth through the Playworks Cooperative.
- #8. Develop an Older Adult Leisure Plan to address current trends and the growth in the older adult population. At a minimum, the Plan should define the Town's role in delivering programming that is complementary to those offered by older adult-serving organizations along with the Town's ability to meeting programming requirements through its staffing structure and financial capacity.



Goal 2: Inclusion and Access
Increase inclusion and access to recreation for populations that face constraints to participation.

Section 3: Increasing Inclusion and Access to Recreation - FRC Goal 2 -

Leisure Departments in Canada have recognized that it is important to take different approaches to including all segments of the population in parks and recreation pursuits. There are certain populations that experience barriers to participation and these barriers must be addressed in order to deliver full access to all residents. Working with specific populations and support organizations to understand and remove barriers is critical in serving the full population. Currently barriers are experienced by persons with disabilities, newcomers to Canada from diverse cultures, persons from low income backgrounds, the LGBTQ2S community (Lesbian, Gay, Bisexual, Transsexual, Questioning and Two Spirited), and in reduced participation by women and girls.

Persons with Disabilities

Physical access to recreational facilities is imperative and a legislative requirement in Ontario as baseline criteria in treating all residents equitably. The development and delivery of recreation programs and services for persons with disabilities should be viewed as a collective responsibility within the community. Often, municipalities take a leadership role in bringing all support agencies together to begin a more holistic discussion on the strengths, challenges and gaps of program and service provision. These discussions often are the impetus in developing priorities and strengthening the ability of the collective to share resources, increase penetration and to develop innovative and meaningful programs.

Safe Spaces/ Positive Spaces

The LGBTQ2S community often experience exclusionary behaviours. The introduction of “Safe Spaces’ is one way of welcoming this community to public places. Safe Spaces was developed by Safe Spaces Canada whereby signage on the front door of a community space indicates





Goal 2: Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation.

that staff have been trained in reducing homophobic gestures and slurs and in creating welcoming environments.

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 LGBTQ2S community. Signage including the Pride flag in the graphic denotes that the space is positive for the LGBTQ2S population.

Cultural Diversity

Municipalities enjoying an increase in culturally diverse populations have employed varying methods to better include newcomers to Canada. The approach with the most promising results is the building of relationships with the diverse cultural groups that are active in the community. Initial discussions centre on understanding recreation and parks needs, how to provide access, navigating Municipal government. Program related initiatives include introduce traditional Canadian sports and activities and introducing residents to diverse activities and leisure pursuits.

Girls and Women

According to the Canadian Fitness and Lifestyle Research Institute only 22% of women participate in active pursuits and sports as compared to 46% of men.

“We welcome everyone - any income level or cultural background.”

“We have created a program for disabilities. Also we have partnered up with Canadian Tire and Jump Start in Bradford.”

- Excerpts from Surveys
Submitted by Local User Groups



Goal 2: Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation.

Framework for Recreation in Canada – A Comparison to High Performance Practices

The following table provides a list of actions that would support the goal of Inclusion and Access. The analysis of the inputs into the Master Plan has resulted in a rating along a continuum of “Not in Place” “Under Development” “Recently Implemented” or “In a Mature State”. Further comments on strengths and challenges will lead to a set of recommendations that are meaningful to BWG Leisure Services.

Goal 2: Inclusion and Access Increase inclusion and access to recreation for populations that face constraints to participation				
	Not in Place	Under Development	Partially Complete /Implemented	In a Mature State
2.1 An affordable access policy approved by Council is in place to ensure that residents from low income backgrounds have access to recreation. Demand is monitored and practices are adjusted accordingly.		•		
2.2 Various program types exist (low and no cost) to provide opportunities to low income families and for older adults who may be frail and/ or isolated. Participation is tracked to understand the need using current census data.			•	
2.3 Opportunities to lead and/or participate in programs and services from a variety of cultural backgrounds including First Nations communities where applicable.	•			
2.4 Programs encourage women and girls of all backgrounds to participate			•	
2.5 Inclusive practices are in place to provide a safe and welcoming environment for people of all sexual orientations and identities.	•			
2.6 Persons with disabilities and organizations representing persons with disabilities are engaged in policy development, program planning and delivery to ensure that recreation environments remove barriers to participation.			•	
2.7 Services respond to the urban and rural needs of the community. There is access to appropriate spaces and opportunities to experience recreation in all areas of the community.			•	



Goal 2: Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation.

Strengths and Challenges in BWG

Strengths

Including Residents from Low Income Backgrounds

Leisure Services works with Canadian Tire Jump Start, the Children's Aid Society and the Y to ensure that residents and youth from low income backgrounds can participate in activities and sports of their choice without cost becoming a barrier.

Persons with Disabilities

In compliance with provincial legislation, the Town has an Accessibility Committee to ensure that the Town's assets and services are accessible. The Accessibility Committee meets regularly and comments on all new and enhanced/refurbished facility plans. All new parks and playgrounds structures and assets are reviewed for accessibility. Staff also work very closely with support organizations that advocate for persons with disabilities to ensure that there is a fulsome range of leisure opportunities.

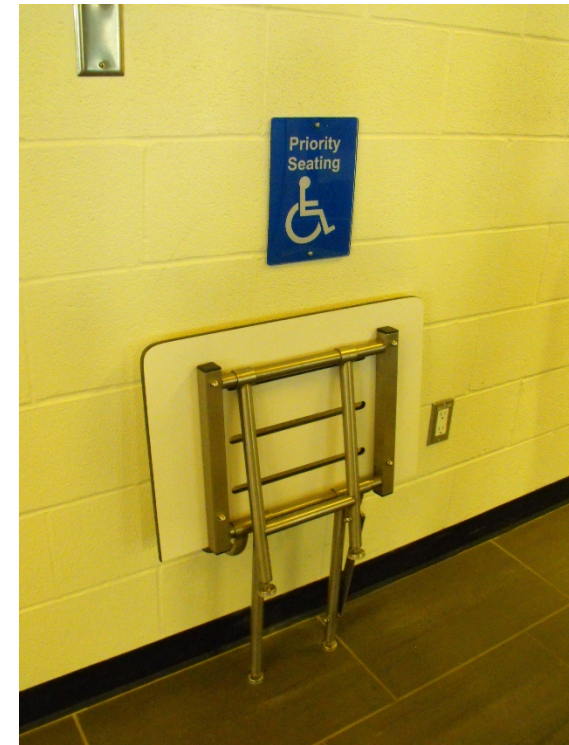
Challenges

Low Income Backgrounds

Although there are mechanisms in place to accommodate persons from low income backgrounds; there is no formal policy and tracking of participation.

Tracking of Participation

It is important to track the success of access and inclusion policies and initiatives to ensure that marginalized populations have their input and can participate without barriers. Data collection and analysis of participation rates of females, persons from low income backgrounds, persons with disabilities in specific programs, etc. would assist in tracking participation year over year and gaining access to customer satisfaction levels and suggestions around system improvements.



BWG Leisure Centre



Goal 2: Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation.

Promising Practices in Other Jurisdictions

The Equity Lens

The City of Toronto developed an “Equity Lens” which is a simple tool that assists staff to be more inclusive as they review the effectiveness of existing policies/programs and develop new ones. The lens poses three questions for staff to address as programs and services are developed and/or reviewed (see graphic).

Including Residents from Low Income Backgrounds – ActiveAssist

ActiveAssist Brampton is a municipally supported user fee subsidy available to eligible low-income households to access recreation opportunities and programming. The City of Brampton and the City of Mississauga share the branding identifier of ActiveAssist for their respective fee assistance programs. As both are within the Region of Peel, a joint effort between the municipalities has been established in order to provide consistency for potential applicants/participants. Fundamentally the programs are similar in concept however the administration and application processes differ slightly. Due to promotional efforts and work with Social Service staff, participation has grown year over year.

Affordable Access to Recreation in Durham Region

The municipalities within Durham Region and related partners have been working together over the last five years to increase the number of low income residents participating in sports and recreation. The collective has developed a standard policy and tracking mechanisms. Participation in recreational pursuits by low income residents has increased significantly as a result of garnering political commitment through developing an Access to Affordable Recreation in Durham Region Charter in tandem with working with Regional Social Services staff and their clients.

Persons with Disabilities

The City of Hamilton recently developed a recreation plan for persons with disabilities by engaging all support organizations and agencies and by reaching out to residents with disabilities. The plan lays out actions and priorities in engaging more persons with disabilities in recreation and sport pursuits. Hamilton has seen increased participation, stronger community relationships and more meaningful recreation and sport services as a result.

The Equity Lens

Three questions are posed as programs and services are developed and reviewed.

1. How did you identify the barriers faced by diverse groups and assess the impact of the policy/program on them? What diverse groups are impacted by the identified barriers?
2. How did you reduce or remove the barriers? What changes have you made to the policy/program so that the diverse groups will benefit from the policy/program?
3. How do you measure the results of the policy/program to see if it works to benefit diverse groups?

- City of Toronto, Equity Lens



Goal 2: Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation.

Sportif D'Elfi

Sportif D'Elfi is a week-long sporting event for persons with disabilities held within the City of Montreal. The initiative has been developed over a number of years and has engaged all schools and organizations supporting persons with disabilities. Thousands of children and youth participate each year and 40 Olympic athletes from Quebec trace their first interest in sports and being active through Sportif D'Elfi. Providing this promising practice serves to demonstrate the power of working together with like-minded organizations and groups – a regional approach would be more effective in the County of Simcoe.

Female Participation

Participation by girls and women often decline as females reach 10+ years and older. The Canadian Association for the Advancement of Women in Sport (CAAWS) has a purpose to support and enable women in pursuing sport and active lifestyles, and keeping women actively engaged in building community capacity. CAAWS' 55 to 70+ Project for "Young Senior" Women is a recent initiative aimed at keeping the young senior female engaged in sport and physical activity. 35 pilot projects are currently underway to enhance opportunities in soccer, pickleball, Nordic pole walking, synchronized skating and many other active opportunities. The project seeks to develop and support sustainable models where women are trained to lead and promote active opportunities in concert with community partners such as municipalities.

Cultural Diversity

The Town of Ajax developed a Community Engagement and Diversity Plan to address the changing population and include more diverse cultures within the community. The Plan was guided by a diverse steering committee made up of members and organizations supporting the LGBTQ2S, persons with disabilities, varying cultures, the faith community, First Nations and Metis. The plan offers recommendations on policy development, education, awareness, addressing barriers and celebrating differences. One of the key findings in the Plan speaks to regardless of one's background, residents like to know that they belong and are welcomed into services and programs.

LGBTQ2S Community

The Town of Ajax offers programs for LGBTQ2S Youth to ensure that they are welcome and participate in safe spaces. The staff have received sensitivity training, all public spaces are deemed positive spaces and customer service training has been provided to all recreation staff. Ajax is completing an update of the original plan by engaging diverse populations to revise any initiatives that will better include all residents.



Goal 2: Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation.

Recommendations

- #9. Develop an Access Policy that speaks to the importance of inclusion and how the municipality will respond to the changing dynamics of the community to ensure that all residents are welcomed to participate in leisure services.
- #10. Host an annual gathering of representatives of groups advocating for underrepresented or marginalized populations to ensure that the municipality continues to remove barriers and include all residents in leisure pursuits.
- #11. Train all staff in ensuring that public spaces are Safe / Positive Spaces in welcoming diverse populations to community centres and parks.
- #12. Measure the numbers of females, residents from low income backgrounds, persons with disabilities in sport and recreation and develop strategies as needed to ensure that residents can participate without barriers.
- #13. Meet with residents and organizations representing culturally diverse populations to understand leisure needs and ensure that the Department offers “learn to” programs for traditional Canadian sports and can also offer activities appealing to diverse populations and open to all residents.

Section 4:

Connecting People and Nature Through Recreation

- FRC Goal 3 -

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. Recreation contributes in creating walkable, safe, livable communities through the provision of parks, trails, community gardens and landscaped areas. Recreation supports policies which ensure that 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 can 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.



Goal 3: Connecting People and Nature

Help people connect to nature through recreation.



Alan Kuzmich Park Boardwalk



Goal 3: Connecting People and Nature

Help people connect to nature through recreation.

BWG's Parks System

The Town of BWG's supply of parkland comprises 66.5 hectares across 28 parks, open spaces and woodlots. This total is supplemented by green spaces located on private and institutional lands such as schools and conservation areas. For effective parks planning to occur, a strong policy basis is required that defines the form and function of various types of parks, prescribes targeted levels of service, and details ways in which to acquire parkland in the future.

The Town has defined a parkland classification system previously through its 2003-2004 Leisure Services Master Plan and more recently made slight adjustments to it through its 2016 Parks and Open Space Manual. A parkland classification system identifies the types of parkland required to service different geographic scales and identify the types of amenities that are appropriate for the intended function and catchment area of a park type. Parkland service ratios – measured as hectares or acres per 1,000 population – are typically included to provide targets for a municipality to strive towards in order to provide a robust system of parkland that is responsive in meeting needs of residents interested in activities ranging from organized sports to informal use of parks for relaxation, gatherings and personal enjoyment.

The Master Plan builds upon the parkland hierarchy identified in the Parks and Open Space Manual by providing a description of the park function and the desired service ratio in order to guide parks planning moving forward (Table 1). This parkland hierarchy should be refined and integrated into the Town's ongoing Official Plan Review process so that it becomes a part of the local land use planning framework. The Master Plan recommends that parkland and open space be targeted at a rate of 2.0 hectares per 1,000 population in consideration of historical service levels and the target articulated in the 2003-2004 Master Plan (the latter adjusted to only include municipally-owned parklands).

Under the Proposed Parkland Classification System, the Town's supply of parkland is categorized as follows with the combined service level for Community Parks, Neighbourhood Parks and Parkettes resulting in a current park ratio of 1.6 hectares per 1,000 population (Table 2).



Goal 3: Connecting People and Nature
Help people connect to nature through recreation.

Table 1: Proposed Parkland Classification System and Service Levels

Park Type	General Size	Target Service Level	Geographic Catchment Area	Features
Community Parks	5 hectares and above	1.0 hectares per 1,000 pop.	Residents from across the Town	Generally contain: entry signs, gardens, parking lot(s), multiple full-size sports fields, washroom building(s), playground(s), walking paths, lit tennis courts, and a splash pad.
Neighbourhood Parks	1 to 3 hectares	1.0 hectare per 1,000 pop.	Neighbourhood	Generally contain: entry signs, gardens, junior/senior playgrounds, benches, open space, lit pathways, multipurpose courts, and junior sports field(s). May contain a splash pad. Preferably located in the centre of a neighbourhood, adjacent to a school.
Parkettes	Less than 1 hectare	Target Not Applicable	Sub-Neighbourhood	Generally contain: entry signs, playground, benches, and pathway. Preferably located in the centre of a neighbourhood on a corner or between two streets with more than 50% open frontage. Park blocks less than 0.5 hectares 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.
Open Spaces & Woodlots	Undefined	Target Not Applicable	Catchment Not Applicable	Naturalized and environmental areas with no active recreation facilities although certain forms of passive recreation can take place. Focus is largely on the conservation or preservation of environmental lands.

Table 2: Parkland Supply and Service Level

Parkland Type	# of Parks	Total Area (hectares)	Current Service Level (hectares / 1,000)	Recommended Service Level (hectares / 1,000)
Community	4	32.2	0.9	1.0
Neighbourhood	8	21.4	0.6	1.0
Parkette	11	3.4	0.1	Not Applicable
Sub-Total: Active	23	57.0	1.6 ha per 1,000	2.0 ha per 1,000
Open Space	3	5.3	0.1	Not Applicable
Woodlot Area	2	4.2	0.1	
Sub-Total: Passive	5	9.5	0.2 ha per 1,000	
Total	28	66.5	1.9 ha per 1,000	2.0 ha per 1,000



Fuller Heights Park

Notes: includes 16 hectares (40 acres) at Henderson Park presently under construction through Phase 1 but does not include the remaining 23 hectares in Phase 2 which would complete this 39 hectare park. Current service level is based on a 2016 population estimate of 35,781.
Source: Parks and Open Space Service Manual, 2016



Goal 3: Connecting People and Nature

Help people connect to nature through recreation.

In targeting a service level of 2.0 hectares per 1,000 population over the ten year master planning period, the Town would need a future supply of 95 hectares by the year 2026 consisting of:

- A total of 47.5 hectares of Community Parkland, thereby requiring an additional 15.3 hectares to bolster existing supplies; and
- 47.5 hectares of Neighbourhood Parkland, thereby requiring an additional 26.1 hectares to bolster existing supplies.

The second phase construction of Henderson Park is expected to reconcile the future Community Park requirement with land already under municipal ownership, thereby allowing the Town to place its primary focus on securing the necessary quantum of Neighbourhood Parkland. There are several provincial and municipal regulations, policies, and guidelines governing the acquisition and location of parkland, notably Sections 42 and 51.1 of the Ontario Planning Act and Section 8.9 of the Town of BWG Official Plan. Further, Subsection 51 (25)(b) of the Planning Act also allows the dedication of land for “pedestrian pathways, bicycle pathways and public transit rights of way” as a condition of plan of subdivision approval, at the municipality’s discretion. These could be dedicated over and above parkland dedication requirements, at the discretion of Council, and could be used to assist in implementing trail-related objectives as set out through the Town of BWG’s Trails Master Plan.

Through the Update currently underway to the Official Plan, the Town should ensure cohesion between the Official Plan and the recommended updates found within this Master Plan in order for appropriate strategies and policies to have legislative authority under the Planning Act and Municipal Act. Furthermore, a comprehensive review of the Zoning By-law should be undertaken to ensure that it properly implements Official Plan policy including the creation of appropriate setbacks, defining appropriate vehicular parking requirements, bicycle parking, etc.



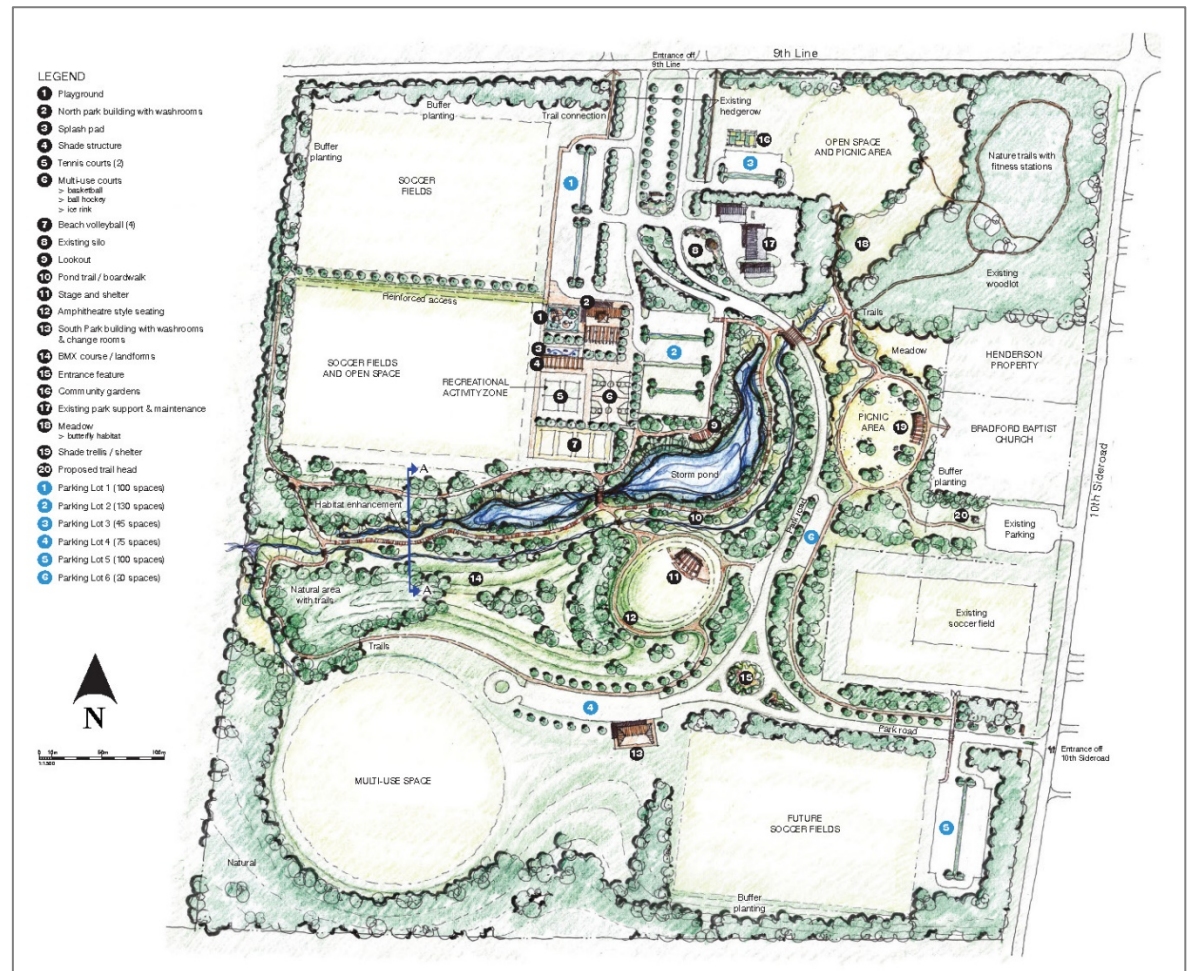
Goal 3: Connecting People and Nature
 Help people connect to nature through recreation.

Master Plans for Henderson Park and Centennial Park

Town Council approved the Henderson Community Park Master Plan in 2014 as a blueprint for development of the site using a phased approach (Phase 1 is presently under construction). The development of the Master Plan included a significant public consultation process to establish community interests and priorities for the long term planning of the park, and advanced a preferred concept as an outcome. Through the Leisure Services Master Plan assessments, the preferred concept for Henderson Park is confirmed namely with the inclusion of rectangular fields, hard surface courts, splash pad, playground and various spaces conducive to unstructured forms of leisure activity.

A site-specific master plan is also recommended for Centennial Park in order to renew and reinforce the importance of this park to Bradford's mature neighbourhoods. A master plan for this site is driven by assessments contained herein that have recommended renewal of the parks' outdoor recreational infrastructure – namely the skateboard park and hard surface courts – as well as the findings that the Bradford & District Community Centre does not have a need for a major recreational component and should be explored for other municipal uses.

Figure 3: Preferred Long Term Option, Henderson Community Park Master Plan



Source: Henderson Community Park Master Plan, 2014



Goal 3: Connecting People and Nature

Help people connect to nature through recreation.

Research Supports Outdoor Activity and Access to Nature

Parks Canada

Parks Canada, in a research paper released in 2014 (Connecting Canadians with Nature), confirms that there is a growing body of research to suggest personal contact with nature can mitigate many of the ill effects of modern life. For communities, it notes that nature plays a pivotal role in nurturing relationships by bringing people together. The “feel-good” factor facilitated by nature influences our relationships with others. Urban residents living near natural environments have a more positive view of their neighbourhood. Community gardens, trails, outdoor running clubs are merging communities as a way to bring families and neighbours together. Nature brings out more social feelings, more value for community and nurtures close relationships among neighbours.

ParticipACTION Report Card

The 2015 ParticipACTION Report Card also notes that the biggest risk to promoting healthy active children is keeping kids indoors. They support providing opportunity for outdoor play and a movement towards “risky play”. A recently released position statement on Outdoor Play notes: *“Access to active play in nature and outdoors - with its risks - is essential for healthy child development. We recommend increasing children's opportunities for self-directed play outdoors in all settings - at home, at school, in child care, in the community and in nature.”*

Nature Deficit Disorder

Nature deficit disorder refers to the phrase coined by Richard Louv in his book “Last Child in the Woods” that human beings, especially children, are spending less time outdoors resulting in a wide range of behavioral problems. He claims that causes for the phenomenon include parental fears, restricted access to natural areas and the lure of the screen. His research contends that media and parental fear have literally “scared children straight out of the woods and fields” while promoting a culture of fear that favours “safe” regimented sport over imaginative play.

Dr. Trevor Hancock, in his presentation to the Canadian Parks Summit in 2016 (“It’s Called outside: Nature, Parks and Health”) referenced the human environment as the 100/90/80 rule – we live 100% of the time within natural ecosystems, yet we spend 90% of our time indoors (and 5% in vehicles) and we are 80% urbanized. He goes on to note the implications for health and the importance of parks and access to the outdoors.



Goal 3: Connecting People and Nature

Help people connect to nature through recreation.

Framework for Recreation in Canada – A Comparison to High Performance Practices

The following table provides a list of actions that would support the goal of Connecting People and Nature. The analysis of the inputs into the Master Plan has resulted in a rating along a continuum of “Not in Place” “Under Development” “Recently Implemented” or “In a Mature State”. Further comments on strengths and challenges will lead to a set of recommendations that are meaningful to BWG Leisure Services.

Goal 3: Connecting People and Nature Help people connect to nature through recreation				
	Not in Place	Under Development	Partially Complete /Implemented	In a Mature State
3.1 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. The Leisure - Parks 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.			•	
3.2 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.			•	
3.3 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.	•			
3.4 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.			•	



Goal 3: Connecting People and Nature

Help people connect to nature through recreation.

Strengths and Challenges in BWG

Strengths

Improved Outdoor Amenities

BWG has provided an improved selection of parks and playgrounds than was previously offered. These facilities are larger and offer more amenities, including 3 new splash pads. Continued residential growth should ensure that parks and trails continue to be developed to align with new community building. The newer playground facilities reflect more modern and traditional play equipment. Going forward, the Town could consider piloting playgrounds that respond to a more natural theme, thus encouraging opportunity to relate to parks and nature in a less urbanized setting.

Downtown Beautification Efforts

The BIA is involved in a Downtown revitalization effort that is showing signs of improved beautification, which can contribute to people wanting to spend more time downtown and outdoors. Opportunity to build on increased business engagement could lead to more partners in an "adopt-a-public space" program. Other opportunities exist to work with the BIA to create special events and family themed events that could involve outdoor physical activity, contests and exploration-type programs that engage the community in the outdoor environment, with business engagement and support.

Bradford West Gwillimbury Official Plan

The BWG Official Plan (2002, currently under review) notes opportunity to continue a focus on parks and the outdoor environment through policies related to enhanced environment, preservation of wooded areas and ongoing special attention to the protection of the Holland Marsh. The Official Plan includes provision to continue to evaluate the best location of community facilities through future Community Plan and Secondary Planning exercises. Educational opportunities exist related to informing the community about the vastness of the agricultural lands in BWG and the concurrent decrease in forested areas in relation to some other areas in Simcoe County. This can be an opportunity related to future Community Garden and agri-tourism promotion.



Bud Brown Memorial Park



Goal 3: Connecting People and Nature

Help people connect to nature through recreation.

Community Gardens

Consultation revealed a desire for the potential development of additional Community Gardens. There is currently a Community Garden provided in Lions Park in partnership with BWG Community Initiatives. As part of the continued development and expansion of Henderson Park, a second community garden could be considered. This would provide additional exposure to park features, support the strong agricultural base in the area, and promote community building through volunteer involvement and partnership development.

Long Range Planning

BWG has a Trails Master Plan and an Active Transportation Master Plan. Implementation will be critical to building on opportunity to link indoor and outdoor spaces and places, providing residents with access to recreational parks and facilities without the need to drive. Consultation feedback confirms that the community ranks Trails at 81% importance, but with a satisfaction level of only 43% and priority for further investment at 73%. Opportunity to build community awareness of the importance of unstructured recreation, including access to trails, is an important community feature enhancing access to the natural environment and promoting active living. In time, trail connections to neighbouring communities will be considered which will enhance the overall connectivity within the system.

Recent tree planting initiatives and waterfront improvements contribute to an enhanced natural environment. The Town also has a process in place that monitors lifecycle conditions within its parks and defines plans ranging from replacing individual parks components to larger scale revitalizations of a park as a whole.

Challenges

Enhanced promotion and communication

There is an opportunity to enhance the existing promotional campaigns and communication mechanisms in BWG to increase awareness of the existing parks, trails and open space system in the community. A focused effort on outdoor recreation education could see an increase in participation using existing assets.

Investment in Trails

While seen as important by 81% of residents in the community, the satisfaction level is somewhat low and could be improved with continued investment into the trails system. Again, building awareness of the importance of, and ease of access to, outdoor recreation such as trails could be improved upon.



Goal 3: Connecting People and Nature

Help people connect to nature through recreation.

Sustainable Design and Naturalization Efforts

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.

Promising Practices in Other Jurisdictions

TD Green Streets

TD Friends of the Environment Foundation and Tree Canada have awarded grants to a number of communities across Canada to develop innovative projects to grow and care for their urban green space. Chilliwack, BC was able to enhance local trail heads with landscaping, signage and kiosks that provide information on plants and their meaning to the local culture. Guelph, ON has encouraged property owners to participate in the "Adopt a Tree" program and plant a variety of tree species on their own properties. The City of Fredericton, NB will replace 1,000 urban street trees lost as a result of a storm in July 2014.

Risky Outdoor Play

Natural playgrounds (which incorporate natural elements like logs, flowers and trees) stimulate physically active and imaginative play and help children connect with nature. Research from the University of British Columbia and the Child and Family Research Institute at BC Children's Hospital shows that risky outdoor play is not only good for children's health, but also encourages creativity, social skills and resilience. Playgrounds that offer natural elements such as trees and plants, changes in height and freedom for children to engage in activities of their own choosing have positive impacts on health, behaviour and social development.

City of Kitchener – Huron Natural Area

The City of Kitchener, in partnership with the Waterloo Catholic District School Board and the Waterloo District School Board, have created an awe-inspiring destination for nature lovers, families, trail walkers – and those looking to experience nature in an urban environment. The partnership group works to collectively maintain the ecological integrity and stewardship of the park and help educate park visitors about the indigenous ecosystems of the area. The HNA includes trails, naturalized habitat areas, look-out vistas and a children's natural playscape project. Signage on the playscape reminds visitors to "Re-imagine Play"; "Did you.... climb on logs and boulders, dig holes, dam up water, catch bugs, dream of adventures..."



Goal 3: Connecting People and Nature

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The greatest difference with natural playgrounds is the lack of traditional playground equipment. Instead these are replaced with trees, rocks, twigs and sand – all things kids love. Natural play areas are designed to encourage children’s exploration and instill a lasting affinity to the natural world.

No Child Left Inside

The State of Oregon has passed legislation to create a Task Force to develop policies and strategies in developing environmental literacy in children and youth.

Orienteering and Geocaching

Orienteering and Geocaching are active opportunities outdoors for the whole family that are done locally and could be enhanced. Better promotion and special events highlighting these opportunities could increase the number of families who are active and engaged.

Recommendations

- #14. Integrate a Parkland Classification System through the Update process currently underway for the Town of BWG Official Plan, consisting of Community Park, Neighbourhood Park, and Parkette designations primarily characterized by tablelands suitable to meet a broad range of sports and unstructured leisure activities.
- #15. A parkland service ratio of 2.0 hectares per 1,000 population should be integrated into the Update process currently underway for the Town of BWG Official Plan. The service ratio should target Community Parks at 1.0 hectare per 1,000 population and Neighbourhood Parks at 1.0 hectares per 1,000 population. 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. Open spaces, woodlots and other naturalized areas where conservation is the primary focus should be excluded from this service level target.
- #16. Target a total parkland supply of 95 hectares by the year 2026 in support of Recommendation #15 provided population growth is attained as envisioned through the Master Plan. This target will require the Town to secure an additional 15 hectares of Community Parkland and 26 hectares of Neighbourhood Parkland at a minimum (i.e. 41 hectares of new tableland park parcels in total).



Goal 3: Connecting People and Nature

Help people connect to nature through recreation.

- #17. Proceed with implementation of the Henderson Community Park Master Plan using a phased approach over the course of the master planning period and beyond.
- #18. Initiate a site-specific master plan for Centennial Park in tandem with the future use study for Bradford & District Community Centre as advanced through Recommendation #39.
- #19. Establish a formalized capital plan through which to undertake strategic parkland renewal and redevelopment projects so that parks are able to effectively service their intended populations, particularly where residents may be underserved due to demographics within the park catchment area, situation within isolated or rural settlements, or where park components are aging and in need to be updated.
- #20. Convene a meeting with other organizations interested in child development, education, conservation, and recreation to discuss opportunity to develop a BWG “Outdoor Play Charter” (District School Boards, YMCA, Child Care service providers, Conservation Authority). The Charter will outline the importance of access to nature, outdoor play and the environment, as well as defining existing and future opportunities to develop programs, camps, enhance existing services and share resources. Each organization would need to confirm its commitment to ensuring children and youth have greater time outdoors (this could be tied to the Physical Activity and Sport Plan).
- #21. Engage BWG staff responsible for Risk Management to discuss best practices in other jurisdictions and create buy-in for new approaches for outdoor play.
- #22. Work with marketing and communication personnel to: align existing promotional efforts (website, Leisure Guide, social media, print material) referencing what is already available in BWG and the importance of outdoor play; to remind parents and caregivers about the many opportunities in BWG to access the outdoors; to make full use of the trail system; and to understand and appreciate differing approaches to open space areas, including naturalization.
- #23. As park and trail signage is being replaced in older parks, consider opportunities to remind residents to “re-imagine play”
- #24. Continue efforts working with Planning staff to define and confirm the development of new parks and trails as secondary plans evolve, including working in cooperation with the District School Boards to align school and park campus areas to maximize access to outdoor space.



Goal 3: Connecting People and Nature

Help people connect to nature through recreation.

- #25. As Henderson Park development proceeds for Phase 2, consider the development of a second Community Garden; further, align promotion to remind residents of the strength of the agricultural community in BWG.
- #26. Consider policies and investment to ensure parks are designed for, and opened, year-round. Include consideration for winter access, parking options and features that encourage access to parks in all seasons.
- #27. As parks continue to develop and re-develop, ensure public education related to naturalization and levels of service expectations are part of the public engagement process and continue to share information related to environmental stewardship, importance of natural areas and why service levels vary among different parks and open space areas in BWG.
- #28. Enhance public education (and enforcement) related activities to keeping BWG natural environments in good condition – no dumping in parks, maintenance of street trees, beautification efforts, etc.
- #29. Work with Lake Simcoe/Nottawasaga Valley Conservation Authority staff to maximize access to resources for staff and including training modules related to Outdoor Play and Risky Play in future staff training events.
- #30. 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

- FRC Goal 4 -

Supportive physical and social environments contribute to healthy, active lifestyles by making “the healthy choices the easy choices”. Recreation takes place in many settings, including homes, schools, neighbourhoods, community spaces and places, rural places and the natural and built environments. Recreation has a leadership role to play in community building in 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.



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.



BWG Leisure Centre, BWG Public Library and
Bradford District High School Campus



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

Research Supports the Provision of Supportive Physical and Social Environments

Designing Communities for Active Living

In the 2015 research paper “Co-benefits of Designing Communities for Active Living”, Sallis explores the importance of designing communities that support physical activity – likely to produce a wide variety of benefits ranging from improved mental health to environmental sustainability and economic growth. Five settings were defined: parks/open space/trails, urban design, transportation, schools and workplaces/buildings. Six potential outcomes were searched including physical health, mental health, social benefits, safety/injury prevention, environmental sustainability and economics. The overall summary indicated a majority of settings showed strong evidence of co-benefits, revealing that designing community environments that make physical activity attractive and convenient is likely to produce additional important benefits.

Susan Hutchinson, in her Discussion Paper during the development of the Framework for Recreation in Canada, identifies the importance of recreation for mental health and how community-based recreation professionals can help people live their lives as fully as possible outside the health system. The paper examines the importance of ensuring children and youth have access to supportive environments.

Partnership Development

Environments for recreation encompass many settings, including homes, schools, neighbourhoods, community spaces and places, rural places and the natural and built environments. Recreation has a leadership role to play in community building in all of these settings, and aligning with other community partners can enhance initiatives and avoid duplication. There are a number of types of partnerships that can be considered.



Goal 4: Supportive Environments

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Types of Partnerships in a Municipal Recreation and Culture Setting

In all partnership arrangements, the specifications and requirements must ensure that the partner respects and aligns with the Department's vision, mandate, values, strategic priorities and service standards.

Partnership Types	Description	Formalized Relationship
Not-for-Profit Community Groups	Community groups exist to provide services, leagues, education etc. through the use of volunteers for the most part and are not-for-profit. They may require assistance in forming as a group but most likely require space and consideration for a not-for-profit rate for rental fees.	Community groups abide by an Affiliation Policy or a Community Development Policy and thrive more effectively through sharing of information, cross-marketing of opportunities and regular communications to enhance the delivery system.
Complementary Institutions and Agencies	Working more effectively with school boards, hospitals and other agencies such as the Y and the Boys and Girls Clubs can benefit the community through the development of joint programs and initiatives and sharing of resources. This will broaden the reach of like programs and services and reduce duplication.	Requires a Service Level Agreement or a Reciprocal Agreement that outlines the rights, obligations and deliverables of each agency.
Private Service Providers	Private service providers have a for-profit mandate and may provide specialized programs and services not necessarily in the municipal mandate. Often profit sharing can provide an alternate form of revenue to the municipality.	A contract will articulate the rights, obligations and deliverables of each party. Specific consideration must be given to ensuring that quality assurance, risk management and service levels are equal to that of the municipality.



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

Partnership Principles

Each partnership must be considered with the following guiding principles in mind:

- The outcome of the partnership is aligned with the municipal values, mandate and priorities;
- There is an articulated need for the proposed service in the community;
- The financial and liability risks to the municipality is shared or reduced;
- The partner is best equipped and qualified to co-deliver the service through identified efficiencies, and the ability to reach an identified segment of the population;
- The quality of the program or service provided through the partnership meets municipal quality assurance and risk management requirements and complies with legislation;
- Unsolicited for-profit partnership proposals are dealt with transparently and through a competitive process as identified in the municipality's procurement process;
- Accountabilities and responsibilities can be clearly defined and complied with; and
- Annual reporting requirements capture participation numbers, expenditure reduction or revenue enhancement and are clearly aligned with departmental objectives.

Active Living Partnership - Halifax Region

Stepping Up is a physical activity strategy for the Halifax Region and is a partnership and collaborative initiative that works with organizations to make physical activity the easy choice for residents. Stepping up works with many stakeholders to create networks, share ideas and resources and help plan opportunities to make physical activity more accessible. A Research and Evaluation Committee oversees the development and implementation of a research and evaluation agenda for the strategy. The Committee develops, monitors and updates the strategy evaluation framework and monitors progress toward the achievement of overall targets. The Committee is made up of partners in the project including Halifax Regional Municipality, Dalhousie University, the District School Board, Heart and Stroke Foundation and the Nova Scotia Department of Health and Wellness.



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

Framework for Recreation in Canada – A Comparison to High Performance Practices

The following table provides a list of actions that would support the goal of Supportive Environments. The analysis of the inputs into the Master Plan has resulted in a rating along a continuum of “Not in Place” “Under Development” “Recently Implemented” or “In a Mature State”. Further comments on strengths and challenges will lead to a set of recommendations that are meaningful to BWG Leisure Services.

Goal 4: Supportive Environments Ensure the provision of supportive physical and social environments that encourage participation in recreation to help build strong, caring communities				
	Not in Place	Under Development	Partially Complete / Implemented	In a Mature State
4.1 Work collectively with community partners (YMCA, District School Boards, Churches, etc.) to maximize the use of existing structures, greenspaces and facilities for multiple purposes.				•
4.2 An approved Asset Management Plan is in place.			•	
4.3 An approved Policy with respect to Partnership Development and / or Alternate Service Delivery exists to demonstrate greater efficiencies.	•			
4.4 The condition of the facility and park inventory is regularly assessed to ensure that capital investments are targeted and prioritized.				•
4.5 An Energy Management Plan exists and staff are actively engaged in actions to reduce energy use.				•
4.6 The Active Transportation Plan is linked to the Transit Plan and strategies.			•	
4.7 Leisure 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.				•
4.8 Relationships exist with County / Regional Governments with respect to providing support materials and research on mental and social well-being within recreation environments.			•	
4.9 The benefits of recreation are actively promoted and provide ongoing information to the community about the importance of recreation to the quality of life.			•	
4.10 BWG’s Strategic Plan provides an assessment/review and places priority on community well-being.			•	
4.11 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.			•	



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

Strengths and Challenges in BWG

Strengths

The Official Plan

The BWG Official Plan (2002, under review) includes policies that address the evaluation of community facilities during Community Plan and Secondary Planning exercise. This evaluation is critical to the continued success of relevant facility provision, particularly with the expected 50% growth in population through 2031. Particularly important will be an ongoing review of demographic shifts as the community grows. Ensuring collaborative efforts with community partners (i.e. Bradford Immigrant and Community Services) are continued, future facilities can be designed and developed to respond to changing interests and recreational trends. This organization currently facilitates the integration of newcomers to the area and promotes their interests. They currently serve 600 clients, which is expected to grow with population growth.

Responding to Changing Needs

Feedback from the community also confirmed the need to ensure continued review of changing and increasing expectations, changing diversity and opportunities to work in partnership. This will become more important as decisions will be required to set priority for investment. Sharing and confirming roles and service priorities will maximize use of resources, physical and human, in future facility planning.

Similarly, as BWG considers the re-development of existing and older facilities (arena and community centre) consideration to new and emerging trends and community needs can help define re-purposing options and possibly encourage future funding partners.

Asset Management Plan

Going forward, BWG should continue to ensure that its Asset Management Plan (AMP) includes policies and processes, stays current and its plan is endorsed by Council. A comprehensive AMP that is regularly reviewed is essential in ensuring that future investment in existing and future facilities (indoor and outdoor) is maximized. The AMP will also assist in accessing future grant funding programs that require an approved plan to define priorities and confirm shared funding in infrastructure projects. The plan should include indoor and outdoor facilities and could include an assessment of utilization and customer satisfaction, in addition to the more traditional physical and structural assessments. Together, these elements will provide good information to staff to assist with capital budget planning and forecasting.



Bond Head Community Memorial Hall



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

Partnerships

BWG works with existing community organizations to strengthen its program and service delivery base. Simcoe Muskoka Family Connexions provide a number of services to address barriers to marginalized groups in BWG. They work with local farmers to improve access to produce and provide a number of support services to families to keep children safe. These types of initiatives could be further explored in partnership with BWG to ensure barriers to recreation and parks are identified and removed.

BWG has several existing examples of partnership programs (Southlake Hospital cardiac rehab program, Swim to Survive, partnerships with local sport clubs) and also has a Reciprocal agreement with the Simcoe District School Board providing access to schools for some programs and uses. Recognition of the need to work collaboratively and share resources, provides the rationale to continue to develop such partnerships in the future. The need for a formalized policy, that sets out roles, rights, risks and obligations, is recommended to ensure the most effective use of resources.

Challenges

Formalized Partnership Policy

As previously noted, partnerships can take on a variety of types, but in all cases, it is important to define who the partnership is with (not-for profit community organizations, complementary institutions and agencies (such as the YMCA and District School Boards) and private sector providers. Defining partnerships and articulating a number of guiding principles is critical to ensuring service delivery is aligned with the organizations vision, mandate and priorities as well as providing a mechanism to monitor and measure for reporting and evaluation purposes. BWG could inventory its existing partner relationships and set priority to formalize some or all within a policy framework. This will assist in measuring results, sharing risk and identifying options for future partnerships.

As an example, the current partnership with the Annual Marsh Mash Canoe and Kayak event involves close to 100 paddlers, but many are from out-of-town. This may be an example where BWG could work more closely with this organization to increase local participation, support access to and awareness of the Canal, and support participation in outdoor active living pursuits.



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

Promising Practices in Other Jurisdictions

Partnership Policies

A variety of partnership policies exist which provide a range of approaches to program and facility provision. A number of policies focus on shared or reciprocal use of schools and school property while some are specific to individual facility use or service delivery. The City of Burlington worked with the Burlington Public Library Board, the Halton District School Board and the Halton Catholic District School Board to develop an Agreement that resulted in a shared community centre, high school and library complex.

Drop In / Flexible Recreation Choices

The City of Saskatoon Leisure Services Branch has introduced a variety of drop-in classes at their Leisure Centres under an initiative named “Drop-In Online”. This “easy, quick and click” option does not require pre-registration. Residents can get the latest drop-in program information including the ability to search by program name, favourite instructor or day/time to customize their schedule. Print from home or use it on the go with a mobile device.

Volunteer Handbook

The City of Waterloo has established a Volunteer Handbook specifically to assist community groups with establishing outdoor ice rinks. This handbook encourages the establishment of outdoor rinks through cooperative measures with local neighbourhood volunteer committees.

Asset Management Plans

The Town of Milton adopted an Asset Management Plan for Facilities and Transit. The plan included the more traditional assessment of facilities against industry standards (structural, mechanical and physical assessment of buildings and park facilities), but also included a review of community use, general community/customer satisfaction, fill-rates and other “qualitative” data to assist in setting priority for future investment. This approach can be useful when faced with the need to divest of older, under-utilized facilities which can often incite community concern in the absence of a rationalized assessment framework.

“The BWG Leisure Centre is an exceptional facility that is well maintained and operated. The customer service staff are very welcoming, this creates a pleasurable experience overall. The aquatic's staff (lifeguards, deck supervisors) are friendly and approachable; anytime I have had a question or concern it was handled very effectively.”

- Public Survey Respondent



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

Facility Needs Assessments

In providing supportive environments, the Town provides an array of indoor and outdoor leisure facilities along with its parks. These supportive environments include multi-use community spaces such as the BWG Leisure Centre, sports-focused sites such as the Bob Fallis Sports Centre and various sports fields distributed across the Town, hard surface courts and playgrounds (among others) within parks that allow for unstructured uses, and more.

A number of recommendations pertaining to the Town's supply of recreation facilities have been developed to guide facility-specific decision-making over the next ten years. These recommendations are supported by a comprehensive assessment of factors relating to supply, population growth and facility utilization data, input from consultations, relevant market trends and others that are presented in Appendix A.

Recommendations (Overarching)

- #31. Review the role and level of service of the Leisure Services Department in the provision of the annual Special Events offered in BWG including the costs to provide direct staff support and bolster staff resources to facilitate growth of community-based special events in the Town; consider working with community partners to deliver more elements of these events.
- #32. Develop a Partnership Policy building on existing arrangements with cooperative service providers, work to establish a Council approved policy to outline roles, responsibilities, risk sharing, financial expectations and outcomes to assist in assessing existing and future partnerships and sponsorships to maximize service delivery in BWG.
- #33. Assess the viability of all existing and potential (non-municipal) facilities for leisure services, including schools, churches, community halls and the potential that these facilities may be used by other organizations for complementary service delivery.
- #34. Convene a forum of service agencies within BWG to determine service priorities and a coordinated approach to service delivery, staff training, use of shared facilities, looking for efficiencies and resource sharing opportunities once the Leisure Services Master Plan is approved.
- #35. Develop a more formalized relationship with County of Simcoe staff in relation to social programs, promotion of active healthy lifestyles and to assist with enhanced training for staff related to mental health and other challenges within all program areas.



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

- #36. Promote the importance of recreation, parks, sport and culture to a greater extent. This should be enhanced and remain at the forefront of regular communication through the Leisure Services Guide, on the website and posted within the Leisure facilities. Work in tandem with Public Health staff in cross promotional efforts to ensure a consistent message about the importance of recreation to the quality of life.
- #37. Consider an assessment of community well-being in subsequent Council/Community Strategic Plans. Working at the County level, promote the opportunity to ensure quality of life indicators or broader County initiatives that reflect an assessment of access to recreation, parks and culture at the local level.
- #38. The Town should ensure that its parks and recreation facility spaces are available and accessible to a diverse range of user groups and programs, thereby transitioning away from current practices that permit certain spaces to be dedicated for the use of an individual organization. The intent is to maximize utilization of available space owned by the Town, share resources, and improve exposure and awareness between various users.

Recommendations (Facility Specific)

- #39. In maintaining a supply of 3 ice pads across the BWG Leisure Centre and Bob Fallis Sports Centre over the master planning period, initiate a process to determine the future of the Bradford & District Community Centre given no recreational uses have been identified for the facility through this Master Plan. The future of the facility should be explored from an economic development, arts and cultural, or other municipal operations perspective while aligning with a broader master planning exercise contemplated for Centennial Park.
- #40. Proceed with construction of a splash pad at Henderson Park – in line with the Council-approved Henderson Community Park Master Plan concept – as well as in Bond Head at Bud Brown Park or a future park site in tandem with plans for a future community hub for Bond Head as advanced through Recommendation #47/A-9.
- #41. In tandem with the Multi-Purpose Room strategy advanced in Recommendation #46, seek ways in which to optimize multi-purpose rooms already located within existing municipal facilities in a manner that allows the Town to expand group fitness and active living programs into the community.



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

- #42. If pursuing a community hub facility in Bond Head using the process advanced through Recommendation #47, a large multi-purpose space with sufficient ceiling height and floor area should be considered as part of the design to facilitate a range of gymnasium sports, active living programming and/or social gatherings.
- #43. Integrate outdoor fitness equipment through a pilot project at a park or trail in Bradford West Gwillimbury. Candidate sites include – but are not limited to and subject to review – Henderson Park, Centennial Park or an appropriate trail route consistent with the Town’s Trails System Master Plan. Engage Risk Management Staff in the planning stages (as noted in Recommendation #21).
- #44. With aging trends expected to become more prevalent in the Town of Bradford West Gwillimbury, the Town should regularly consult with the Danube Seniors Centre and other seniors’ organizations to ensure programs, facilities and services are proactively positioned to accommodate future needs.
- #45. As part of the future considerations for the Bradford & District Community Centre, integration of youth-oriented space should be explored provided that it is compatible with whatever use is ultimately decided for the building.
- #46. Undertake a functional evaluation of BWG’s community halls and multi-purpose rooms to determine if/how such spaces can be adapted to meet a broader range of leisure programming, along with the costs associated with any such actions. This could be done in conjunction with the Asset Management Plan by expanding its scope to include some qualitative criteria to assist with decision-making and setting investment priorities.
- #47. Undertake a feasibility and site selection process to explore the creation of a smaller-scale community centre in Bond Head that is based upon a community hub model. Consultations with prospective partners and the broader community will be required, as will an assessment of future uses (if any) of the existing Bond Head Hall.
- #48. Proceed with the construction of 2 lit regulation fields at Henderson Park. These and future fields should be designed with the Ontario Soccer Association’s Long Term Athlete Development model and future flexibility in mind.
- #49. Upon implementation of the Town’s Facility Allocation Guide and subsequent construction of the recommended lit fields at Henderson Park, confirm a strategy through which to add up to 4



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

new fields that are sized based upon the registration profile at that time. An additional full size field – or two intermediate size fields – should be added to Henderson Park (beyond those identified in Recommendation #48) with the remainder of fields distributed across one or more future park locations.

- #50. Consider and evaluate any proposals received for a public-private partnership for the provision of an indoor turf field. A future partnership should be consistent with – or improve upon – the current partnership model in place for the Bradford Sports Dome with such a review also being assessed pursuant to the development of a formalized Partnership Policy (see Recommendation #32). Any future artificial turf field should also strongly consider the ability to function as a seasonal structure whereby the field is covered during the indoor season and uncovered during the outdoor season.
- #51. Construct a lit ball diamond and an unlit ball diamond over the master planning period, preferably co-located together to achieve operational efficiencies for the Town and user groups.
- #52. Pending the outcomes of Recommendation #18 regarding a site-specific plan for Centennial Park and an identification of lower quality/underutilized ball diamonds, investigate the feasibility of relocating strategic ball diamonds to form multi-diamond complexes including providing new diamonds at Joe Magani Park.
- #53. Temporarily line a minimum of two tennis courts at Lions Park in a manner that makes them multi-use for both tennis and pickleball play. Pending observation and monitoring of utilization levels for pickleball, if deemed a success then the lining may be made permanent along with the construction of an additional two pickleball courts at the Danube Seniors Centre.
- #54. Construct two tennis courts at Henderson Park along with another two tennis courts at Dreamfields (or suitable alternative). At least one of these locations should be designed in a manner that allows it to be adapted for play by both tennis and pickleball should demand for the latter warrant it.
- #55. Basketball courts should be constructed in adequate walking distance of newly developing residential areas in Bradford West Gwillimbury. At a minimum, this should include proceeding with planned courts at Henderson Park as well as providing one new basketball court in Bond Head that is situated onsite with a new community centre (if constructed) and/or within a future park developed north of 7th Line and/or east of County Road 27.



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

- #56. Redesign the Centennial Park skateboard park through a future site-specific master plan as presently envisioned by the Town of Bradford West Gwillimbury for that park and community centre site. Redesign of the skateboard park should involve local youth and representatives from the board and bike sport community.
- #57. Construct a smaller-scale skateboard park in the Bond Head settlement area in a highly visible location, potentially in tandem with a new community centre development should it be pursued pending the outcomes of Recommendation #47/A-9.
- #58. 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). BWG could consider park features of a more “natural” design to promote increased access to nature and the natural environment while opportunities for playgrounds in the Town’s rural areas should be evaluated in tandem with any future park developments that may arise in the future.
- #59. Requests for facilities presently not part of the Town of Bradford West Gwillimbury’s core parks and recreation service mandate should be evaluated on a case-by-case basis, after first considering the municipality’s role in providing the service in relation to quantified market demand and cost-effectiveness of such services, while also identifying potential strategies to address long-term need for such requests should a sufficient level of demand be expressed.

Section 6: Sustaining Recreational Capacity - FRC Goal 5 -

Building capacity within the recreation field speaks to the ability of the Department to meet legislative and industry standards in the execution of its work. Ensuring that internal systems and approaches are innovative and staff continually develop their skills and competencies will best serve residents.

Policy Development

The development of policies precedes the implementation of actions with Town-wide implications such as an Access Policy to depict how persons from low income backgrounds can equitably access programs and services or Allocation Policies that address how groups can gain the use of facilities and fields. A policy framework allows consistent application and considers important principles such as safety, equity and fair play. The annual review of policies isolates policies that require development or updating and ensures that they are current and responding to present conditions. An annual and scheduled review of policies and procedures is an important component of the annual planning process.

Collective Impact

The notion of Collective Impact is an approach developed by the Tamarack Institute to address community issues with stakeholders in the community that have common interests. Great strides are being made by recognizing what community issues need to be addressed (such as inclusion, diversity, physical activity etc.) and gathering organizations that have a related interest. Using the combined resources and intelligence will have a greater impact by working together toward joint planning and implementation. The advantages especially in smaller and mid-sized communities is that scarce resources are shared, there is reduced duplication of efforts and a focus on clear goals tends to garner better results.



Goal 5: Recreation Capacity
Ensure the continued growth and sustainability of the recreation field.



Westbrook Park



Annual Planning

Effective municipal organizations include all levels of staff in the annual planning process; most often staff who work closer to the public and user groups have first-hand knowledge as to what improvements will make a significant difference to service levels and customer satisfaction. The Leisure Services Master Plan will provide a significant discussion point and focus for annual planning in the Town of BWG. Staff can determine what progress has been made against the sequenced actions in the plan and discuss what actions hold priority and most likely to garner success over the course of the following year.

Quality Assurance

Quality Assurance Frameworks have been developed for recreation service providers in Ontario to ensure that participants are receiving an excellent standard of care. The most common are the Parks and Recreation Ontario High Five Program, Aquatic Safety Management Program through the Lifesaving Society, Playworks Partnerships - Youth Friendly Community Designation, and the Canadian Fitness Safety Standards.

Staff Development

Staff development should touch staff in every level of the organization. Taking stock of what skills and competencies are needed for the strong execution of work is the first step in developing an inventory. Identifying common and needed training brings staff together and often results in greater benefits to the department. A regional approach – including surrounding municipalities – may lead to shared resources and increasing the capacity of staff and volunteers. Engaging other organizations (Public Health, Conservation Authority) can also expand the skill and training exchange that may be possible while maximizing existing resources.

Legislative and Regulatory Compliance

There are over 75 Legislative Acts affecting the provision of parks, recreation and cultural service in Ontario. The Leisure Information Network (LIN) has developed an Audit Tool that is searchable by discipline (aquatics, arenas, fitness, parks etc.) and outlines the legislative acts and regulatory requirements and reflects industry standards. The Legislative Audit Tool provides plan language explanations of each regulation and allows the staff person to rate whether the requirement is being adequately addressed along a continuum of “Not in Place” “Under Development” “Recently Implemented” or “In a Mature State”. This tool provides municipalities the ability to audit compliance and identify the areas that require further review and development.



Goal 5: Recreation Capacity
Ensure the continued growth and sustainability of the recreation field.

Performance Measurement

Measuring the performance of the programs and initiatives within the Department is critical information in developing annual plans and priorities. Collecting baseline data in year one provides a snap shot of the outputs of the Department's effectiveness by understanding participant satisfaction levels. Measuring performance year to year can demonstrate where efforts should be made and the results of those efforts at year-end. Measuring what is important is the first step in developing meaningful measures. Reporting to Council and the public annually ensures that the Department is accountable for its work and demonstrates where progress has been made and where further efforts are required. The following provides a group of measures that should be considered for leisure services.

- Registration / membership data for all major users of permitted/rented municipal recreation facilities including local arenas, sports fields, fitness centre, etc.
- Participation in registered and non-registered programs by all age groups
- Pent up demands in registered programs
- Community engagement initiatives and participation
- Market penetration by age group
- Participation by gender
- User satisfaction

"We think Bradford is doing a great job and are glad they are reaching out to the community for future planning."

- Public Survey Respondent

Framework for Recreation in Canada – A Comparison to High Performance Practices

The following table provides a list of actions that would support the goal of Improving Recreation Capacity. The analysis of the inputs into the Master Plan has resulted in a rating along a continuum of "Not in Place" "Under Development" "Recently Implemented" or "In a Mature State". Further comments on strengths and challenges will lead to a set of recommendations that are meaningful to BWG Leisure Services.



Goal 5: Recreation Capacity
Ensure the continued growth and sustainability of the recreation field.

Goal 5: Sustaining Recreation Capacity Ensure continued growth and sustainability of the recreation field				
	Not in Place	Under Development	Partially Complete / Implemented	In a Mature State
5.1 Information is presented related to the Framework for Recreation in Canada (FRC) within staff training programs for staff and volunteers.	•			
5.2 Work with Community Colleges and/or Universities benefit from research to align with priorities within the community. Placement opportunities are provided for students.	•			
5.3 Operations are compliant with legislative and regulatory requirements.			•	
5.4 Policy development includes modules that align with the 5 goals and priority areas within the FRC.	•			
5.5 An approved Volunteer Policy and supportive program is in place.	•			
5.6. The volunteer complement engages volunteers of all ages and walks of life.	•			
5.7 Staff and volunteers use and/or contribute to the Leisure Information Network (LIN) to ensure access to the most up to date recreation and parks information in Canada.			•	
5.8 Staff meet regularly with colleagues from adjacent municipalities and other aligned jurisdictions (District School Boards, YMCA, Public Health) to encourage collaboration in the development of new programs and services.			•	
5.9 A gap analysis is conducted on an annual basis to ensure that human, physical and fiscal resources are meeting the needs of the community.				•
5.10 Plans and approaches are adjusted as required to ensure that resources are used most effectively for example; decisions associated with reducing barriers, encouraging participation, working with other organizations etc.				•
5.11 Quality assurance programs are in place to ensure that all programs and services meet public expectations (High Five, Canadian Sport for Life Model, Ontario Camps Association Guidelines etc.).		•		
5.12 Performance is measured at least annually on the work of the Department including: <ul style="list-style-type: none"> - Inputs (human and fiscal resources) - Outputs (participation levels, use of facilities etc.) - Efficiencies (cost to provide varying programs and services) - Effectiveness (public and user satisfaction levels) 		•		



Strengths and Challenges in BWG

Strengths

Strategic and Operational Planning

The BWG Strategic Plan has been developed to inform Council priorities based on intelligence and community input with a horizon until 2018. The 5 priority goals include:

- Promoting sustainable job growth
- Encouraging a range of housing that meets the needs of our residents
- Improving and expanding recreational and cultural programs and services
- Improving the Town's transportation system
- Providing/facilitating infrastructure that meets the Town's current and future needs

The Strategic Plan is utilized to inform departmental plans and individual goals and objectives. Annual Business Plans, including resource allocation for each department, accompany the budget submission to Council each year for discussion and approval. This approach ensures transparency, thoughtful resource allocation based on needs and ensure that each department is accountable for results.

Placement Opportunities

The Leisure Services Department has used placement opportunities to a certain extent in the past to support local educational institutions. In the one case noted, the placement led to full-time employment. Increasing capacity within the Department could be achieved by increasing the number of placements where possible and working with educational institutions to address needed research within the community.

Staff Training

Part-time staff training typically occurs before seasonal sessions start, following best practices in terms of content and preparing part-time staff to address their work safely and with confidence. One outcome of note is in order to address the shortage of lifeguards and instructors in Aquatics; the Town has worked toward these leadership courses having the ability to garner high school credits.

Volunteers

Volunteers are utilized to the greatest extent in aquatics and special events in BWG. Volunteers are recruited and trained through Leisure Services staff. A section in the Leisure Guide speaks to volunteering for Aquatics. This is an excellent way for residents to get qualified in Aquatics and potentially seek employment in the



BWG Leisure Centre



future. The use of volunteers could be expanded to include other disciplines to enhance the capacity of the Department in delivering services as the population increases.

Challenges

Quality Assurance

There are many models of quality assurance to support recreation settings. These models ensure that the municipality is utilizing delivery models that include current research and evidenced-based practices. High Five – The Principles of healthy Childhood Development, Playworks – Youth friendly Communities, the Aquatic Safety Management program, Ontario Camping Association Accreditation and The Canadian Fitness Safety Standards are examples of quality assurance models that should be employed to demonstrate compliance and offer safe and leading edge programs and services. The Leisure Services Department is aware of these quality assurance models and employs their requirements to a certain extent. Utilizing these standards would demonstrate to the public that quality standards are in place and each program and service is delivered consistently and to a high standard.

Performance Measures

Performance measures allows recreation practitioners to make decisions based on sound evidence. Key performance measures answer the following questions:

- How has registration and participation grown in the last three years?
- What are the participation rates amongst males as compared to females?
- Where are there pent up demands?
- What are the trends?
- What is the participation rate (penetration) of each age group?
- What is the level of satisfaction within each program type?

The data collection and analysis within the Leisure Services Department requires some focus in obtaining and taking a critical review of this information.

Legislative Compliance

Staff are conscious of legislative compliance and conforming to regulatory requirements. There is no formal timing or tracking of **all** legislative requirements on an annual basis but an assurance that there is compliance checking especially for safety related legislation. Staff are dedicated to compliance within the Department. There is no doubt that there is due diligence in this area, however, a formalized system is appropriate.



Staff Development

Provincial and national organizations provide training and development opportunities specific to the respective discipline such as arenas, aquatics, older adults, youth, camps, sports, etc. This is an appropriate approach to provide specific and specialized training and should continue to keep staff abreast of changes and new developments in their respective fields. Determining which skills and competencies are required within the department to execute at a high level would strengthen the staff team and the delivery of service. Efforts should be made to articulate the common skills and competencies such as quality assurance, customer service, public speaking, measuring performance, legislative compliance, etc. Common training sessions should be provided to ensure that all staff are aware of expectations and have the skills to deliver on an ongoing basis.

Collective Impact

The Town works with many organizations to ensure that resources are shared effectively and that key issues such as recreation for persons with disabilities is addressed to reduce barriers and increase participation. Understanding the merits and processes involved in effective collaboration through Collective Impact would lend to improving community and departmental capacity.

Promising Practices in Other Jurisdictions

Volunteerism

The Town of Richmond Hill has adopted a technical solution to attracting, training and quantifying volunteerism within the community. A portal captures the volunteer opportunities in Richmond Hill with a brief description of what opportunities exist and the qualifications or backgrounds required. Potential volunteers list their interests and the program serves to match volunteers with volunteer opportunities. The Town tracks the number of volunteers, volunteer hours and the economic value of volunteerism in the community.

The County of Simcoe has a similar portal on their website that includes the volunteers' needs of each of its participating communities.

Performance Measures

The City of Brampton developed a set of performance measures that measures what is important in demonstrating that the department is working effectively and identifying gaps that need to be addressed. It is noted that the staff started and worked in an Excel format and did not utilize a software program. The community centres and arenas receive a simple report on a quarterly basis that indicates the number of visits,



response to programs, satisfaction levels and penetration rates of various age groups. This is not complex data and allows staff to measure what is important and make changes to their approach based on real time data and analysis.

Recommendations

- #60.** Include all levels of staff in annual planning sessions to ensure that their valuable input is included, to understand the results of intended outcomes the previous year, which their contributions to priorities are understood and further that staff are fully engaged in the outcomes within the community.
- #61.** Engage post-secondary institutions serving Bradford West Gwillimbury in discussions around strengthening these relationships for the community good including but not limited to placements, co-op work and research on relevant community initiatives.
- #62.** Develop a set of meaningful performance measures that will serve to assist in informed decision making and better informing the public and Council on the work of the Department.
- #63.** Develop a formalized approach to demonstrate compliance with legislative requirements and industry standards within Leisure Services (referring to the Leisure Information Network's Legislative Compliance Audit Tool).
- #64.** Develop a fulsome staff development program to respond to the skills and competencies required to perform at a high level within Bradford West Gwillimbury. Engage other community partners such as the Simcoe-Muskoka District Health Unit and Lake Simcoe/Nottawasaga Valley Conservation Authority Staff to expand areas of training focus.
- #65.** Adopt relevant Quality Assurance Models available to Leisure Service Departments in Canada to ensure that programs and services being delivered meet and exceed public expectations.
- #66.** Update the Leisure Services Master Plan through a five year review of the document to reflect characteristics of the population and the participation/utilization profile of facilities and programs at that time.

Section 7:

Moving Forward with the Leisure Services Master Plan



Monitoring and Updating the Master Plan

The Town of BWG should regularly review and assess, and periodically revise the recommendations contained in the Leisure Services Master Plan in order to ensure that they remain reflective of local conditions and responsive to the changing needs of the community. This will require monitoring activity patterns, tracking user participation and satisfaction levels, consistent and on-going dialogue with community organizations, annual reporting on implementation and short-term work plans. A five year update to the Master Plan – as articulated through Recommendation #66 – will be a critical step in recognition of new population forecasts currently being prepared (and release of 2016 Census data), a new Official Plan and land use planning framework, and most importantly to reflect any changes in market demands or facility utilization patterns that arise over the next few years. Through these mechanisms, or as a result of other internal or external factors, adjustment of resource allocations and priorities identified in this Master Plan may be required.

Reviewing the Master Plan requires a commitment from all staff involved in the delivery of leisure services, Town Council, and the public. An appropriate time for this is prior to the annual budgeting process. The following steps may be used to conduct an annual review of the Master Plan:

- Review of the past year (recommendations implemented, capital projects undertaken, policies and procedures developed, success/failure of new and existing initiatives, changes in participation levels, issues arising from the public and community groups, etc.).
- Identification of issues impacting the coming year (anticipated financial and operational constraints, political pressures, etc.).



BWG Leisure Centre



- Cursory review of the Master Plan for direction regarding its recommendations.
- 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.).
- Communication to staff and Council regarding the status of projects, criteria used to prioritize projects, and projects to be implemented in the coming year, as it is currently being done through the annual work plan, the mid-year work plan update, and quarterly staff reports (project status, capital status, and operational status) presented to Council.
- Budget requests/revisions as necessary.

Implementation Strategy

Throughout the body of this Master Plan, recommendations have been identified at the end of each FRC goal area. This is not intended to be a definitive list, as additional capital repairs, operating expenditures, and other initiatives outside the scope of this Plan may be identified and prioritized on a case-specific basis. By approving the Master Plan, the Town is not bound to implementing every recommendation; rather, this Plan provides guidance on community priorities and sets a general course for meeting the needs as they are presently defined.

The implementation strategy provides guidance for ensuring that the most critical recommendations are dealt with in a timely fashion, while the less critical (yet important) recommendations are implemented over time. As necessary, it is expected that an analysis of capital and operating implications and partnership options would be undertaken prior to approving any project. The full implementation of this Plan will require the pursuit of senior government grant money and the establishment of various partnerships and collaborations with community organizations, schools, agencies, and the private sector. Furthermore, due to limited staff resources, it is not likely possible for all recommendations to be implemented immediately. The Town should reconcile the recommendations with its fiscal capacity, staffing resources, and focus on the highest priority items.

Priority is generally synonymous with timing – the higher the priority, the sooner the recommendation 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 (1-3 years) – 2017 to 2019
- Medium-term priority (4-6 years) – 2020 to 2022
- Long-term priority (7-10+ years) – 2023 to 2026+

It bears noting that the recommendations are based on what is needed and not what is financially achievable by the Town at the present time. The proposed priority/timing of each recommendation has been determined based on an assessment of need, as identified throughout the Master Plan process (including public consultation, trends and demographic analysis, assessment of parks, facilities, programs, services, etc.) and is based upon ideal circumstances. Budget pressures, changes in participation rates or demographics, access to grant or funding programs, availability of volunteer resources, staff resources, and other factors may impact upon the implementation of these recommendations.

Determining priorities is an exercise that should be revisited on a regular basis prior to annual capital and operating budget development exercises. Readjusting resource allocations is critical in a climate where base funding is not increasing substantially and resources need to be maximized in order to garner the greatest gain to the community. Factors that might change priorities year to year may include, but not be limited to:

- Safety and accessibility issues that need to be addressed immediately
- New legislation and mandated requirements
- Changing service standards
- Public input and community interests
- New Grant Funding programs with targeted priorities
- Emerging trends, participation rates, and socio-demographic changes
- Availability of alternate providers and volunteers

The Town has limited resources and cannot afford to do everything that the community desires; this is one of the primary reasons for undertaking this Master Plan. Although the Town may be challenged in providing the appropriate financial resources to meet the provision targets recommended in this Plan given competing needs in the community for funding, the Town should make every reasonable effort to implement these strategies through a variety of appropriate and acceptable means.

In the following table, the recommendations are numbered according to the order in which they are presented in the body of the Master Plan.

Recommendation	Timing
Foundations of Leisure Services	
#1 The Community Services Department will have regard for the Framework for Recreation in Canada – as endorsed by the Canadian Parks and Recreation Association, the Federation of Canadian Municipalities, and supported by the Provincial/Territorial Ministers responsible for Sport, Recreation and Physical Activity – in the overall planning, management and implementation of action plans for the Town of Bradford West Gwillimbury’s parks and recreation system.	Ongoing
#2 Adopt the Vision and Guiding Principles articulated in the Leisure Services Master Plan to guide the parks and recreation planning activities of the Community Services Department.	Short-Term
#3 Conduct an internal review of the Leisure Services Master Plan upon the release of 2016 Census of Canada results along with any relevant outcomes - including but not limited to population growth forecasts and proposed land use planning principles – that emerge out of the Town of Bradford West Gwillimbury’s Official Plan Update process presently underway.	Short-Term
Fostering Active Living Through Physical Recreation	
#4 Train staff, volunteers, sport stakeholders and organizations working with varying age groups in introducing Physical Literacy and the merits of offering a range of active opportunities to their members/clients.	Short-Term
#5 Develop a Sport and Physical Activity Plan to ensure that more residents are increasing the frequency, duration and intensity of active pursuits and further that all residents can be engaged in sport at a level of their choice.	Medium-Term
#6 Develop an annual Sport and Physical Activity Report Card (one-page illustration) to demonstrate to the public the results of the Canadian Community Health Survey, participation in sport and physical activity programs in Bradford West Gwillimbury and the penetration rate of residents by age group in sport and recreation.	Short-Term
#7 Work toward addressing the Youth Friendly criteria in the delivery of leisure services for youth through the Playworks Cooperative.	Medium-Term
#8 Develop an Older Adult Leisure Plan to address current trends and the growth in the older adult population. At a minimum, the Plan should define the Town’s role in delivering programming that is complementary to those offered by older adult-serving organizations along with the Town’s ability to meeting programming requirements through its staffing structure and financial capacity.	Medium-Term
Increasing Inclusion and Access to Recreation	
#9 Develop an Access Policy that speaks to the importance of inclusion and how the municipality will respond to the changing dynamics of the community to ensure that all residents are welcomed to participate in leisure services.	Short-Term

Recommendation	Timing
#10 Host an annual gathering of representatives of groups advocating for underrepresented or marginalized populations to ensure that the municipality continues to remove barriers and include all residents in leisure pursuits.	Short-Term
#11 Train all staff in ensuring that public spaces are Safe / Positive Spaces in welcoming diverse populations to community centres and parks.	Medium-Term
#12 Measure the numbers of females, residents from low income backgrounds, persons with disabilities in sport and recreation and develop strategies as needed to ensure that residents can participate without barriers.	Short-Term
#13 Meet with residents and organizations representing culturally diverse populations to understand leisure needs and ensure that the Department offers “learn to” programs for traditional Canadian sports and can also offer activities appealing to diverse populations and open to all residents.	Medium-Term
Connecting People and Nature Through Recreation	
#14 Integrate a Parkland Classification System through the Update process currently underway for the Town of BWG Official Plan, consisting of Community Park, Neighbourhood Park, and Parkette designations primarily characterized by tablelands suitable to meet a broad range of sports and unstructured leisure activities.	Short-Term
#15 A parkland service ratio of 2.0 hectares per 1,000 population should be integrated into the Update process currently underway for the Town of BWG Official Plan. The service ratio should target Community Parks at 1.0 hectare per 1,000 population and Neighbourhood Parks at 1.0 hectares per 1,000 population. 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. Open spaces, woodlots and other naturalized areas where conservation is the primary focus should be excluded from this service level target.	Short-Term
#16 Target a total parkland supply of 95 hectares by the year 2026 in support of Recommendation #15 provided population growth is attained as envisioned through the Master Plan. This target will require the Town to secure an additional 15 hectares of Community Parkland and 26 hectares of Neighbourhood Parkland at a minimum (i.e. 41 hectares of new tableland park parcels in total).	Short to Mid Term (prior to 2022): 33 ha Long-Term (post 2022): 8 ha
#17 Proceed with implementation of the Henderson Community Park Master Plan using a phased approach over the course of the master planning period and beyond.	Short to Mid Term
#18 Initiate a site-specific master plan for Centennial Park in tandem with the future use study for Bradford & District Community Centre as advanced through Recommendation #39.	Short-Term



Recommendation	Timing
#19 Establish a formalized capital plan through which to undertake strategic parkland renewal and redevelopment projects so that parks are able to effectively service their intended populations, particularly where residents may be underserved due to demographics within the park catchment area, situation within isolated or rural settlements, or where park components are aging and in need to be updated.	Ongoing
#20 Convene a meeting with other organizations interested in child development, education, conservation, and recreation to discuss opportunity to develop a BWG “Outdoor Play Charter” (District School Boards, YMCA, Child Care service providers, Conservation Authority). The Charter will outline the importance of access to nature, outdoor play and the environment, as well as defining existing and future opportunities to develop programs, camps, enhance existing services and share resources. Each organization would need to confirm its commitment to ensuring children and youth have greater time outdoors (this could be tied to the Physical Activity and Sport Plan).	Short Term: Meeting with Organizations Medium Term: Implementation of Charter
#21 Engage BWG staff responsible for Risk Management to discuss best practices in other jurisdictions and create buy-in for new approaches for outdoor play.	Short-Term
#22 Work with marketing and communication personnel to: align existing promotional efforts (website, Leisure Guide, social media, print material) referencing what is already available in BWG and the importance of outdoor play; to remind parents and caregivers about the many opportunities in BWG to access the outdoors; to make full use of the trail system; and to understand and appreciate differing approaches to open space areas, including naturalization.	Short to Medium Term
#23 As park and trail signage is being replaced in older parks, consider opportunities to remind residents to “re-imagine play”	Medium-Term
#24 Continue efforts working with Planning staff to define and confirm the development of new parks and trails as secondary plans evolve, including working in cooperation with the District School Boards to align school and park campus areas to maximize access to outdoor space.	Short-Term
#25 As Henderson Park development proceeds for Phase 2, consider the development of a second Community Garden; further, align promotion to remind residents of the strength of the agricultural community in BWG.	Medium-Term
#26 Consider policies and investment to ensure parks are designed for, and opened, year-round. Include consideration for winter access, parking options and features that encourage access to parks in all seasons.	Medium-Term
#27 As parks continue to develop and re-develop, ensure public education related to naturalization and levels of service expectations are part of the public engagement process and continue to share information related to environmental stewardship, importance of natural areas and why service levels vary among different parks and open space areas in BWG.	Medium-Term
#28 Enhance public education (and enforcement) related activities to keeping BWG natural environments in good condition – no dumping in parks, maintenance of street trees, beautification efforts, etc.	Medium-Term



Recommendation	Timing
#29 Work with Lake Simcoe/Nottawasaga Valley Conservation Authority staff to maximize access to resources for staff and including training modules related to Outdoor Play and Risky Play in future staff training events.	Short-Term
#30 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.	Ongoing
Providing Supportive Physical and Social Environments	
#31 Review the role and level of service of the Leisure Services Department in the provision of the annual Special Events offered in BWG including the costs to provide direct staff support and bolster staff resources to facilitate growth of community-based special events in the Town; consider working with community partners to deliver more elements of these events.	Short-Term
#32 Develop a Partnership Policy building on existing arrangements with cooperative service providers, work to establish a Council approved policy to outline roles, responsibilities, risk sharing, financial expectations and outcomes to assist in assessing existing and future partnerships and sponsorships to maximize service delivery in BWG.	Short-Term
#33 Assess the viability of all existing and potential (non-municipal) facilities for leisure services, including schools, churches, community halls and the potential that these facilities may be used by other organizations for complementary service delivery.	Medium-Term
#34 Convene a forum of service agencies within BWG to determine service priorities and a coordinated approach to service delivery, staff training, use of shared facilities, looking for efficiencies and resource sharing opportunities once the Leisure Services Master Plan is approved.	Short-Term
#35 Develop a more formalized relationship with County of Simcoe staff in relation to social programs, promotion of active healthy lifestyles and to assist with enhanced training for staff related to mental health and other challenges within all program areas.	Short-Term
#36 Promote the importance of recreation, parks, sport and culture to a greater extent. This should be enhanced and remain at the forefront of regular communication through the Leisure Services Guide, on the website and posted within the Leisure facilities. Work in tandem with Public Health staff in cross promotional efforts to ensure a consistent message about the importance of recreation to the quality of life.	Medium-Term
#37 Consider an assessment of community well-being in subsequent Council/Community Strategic Plans. Working at the County level, promote the opportunity to ensure quality of life indicators or broader County initiatives that reflect an assessment of access to recreation, parks and culture at the local level.	Short to Medium Term



Recommendation	Timing
#38 The Town should ensure that its parks and recreation facility spaces are available and accessible to a diverse range of user groups and programs, thereby transitioning away from current practices that permit certain spaces to be dedicated for the use of an individual organization. The intent is to maximize utilization of available space owned by the Town, share resources, and improve exposure and awareness between various users.	Ongoing
#39 In maintaining a supply of 3 ice pads across the BWG Leisure Centre and Bob Fallis Sports Centre over the master planning period, initiate a process to determine the future of the Bradford & District Community Centre given no recreational uses have been identified for the facility through this Master Plan. The future of the facility should be explored from an economic development, arts and cultural, or other municipal operations perspective while aligning with a broader master planning exercise contemplated for Centennial Park.	Short-Term
#40 Proceed with construction of a splash pad at Henderson Park – in line with the Council-approved Henderson Community Park Master Plan concept – as well as in Bond Head at Bud Brown Park or a future park site in tandem with plans for a future community hub for Bond Head as advanced through Recommendation #47/A-9.	Medium-Term
#41 In tandem with the Multi-Purpose Room strategy advanced in Recommendation #46, seek ways in which to optimize multi-purpose rooms already located within existing municipal facilities in a manner that allows the Town to expand group fitness and active living programs into the community.	Medium-Term
#42 If pursuing a community hub facility in Bond Head using the process advanced through Recommendation #47, a large multi-purpose space with sufficient ceiling height and floor area should be considered as part of the design to facilitate a range of gymnasium sports, active living programming and/or social gatherings.	Medium-Term
#43 Integrate outdoor fitness equipment through a pilot project at a park or trail in Bradford West Gwillimbury. Candidate sites include – but are not limited to and subject to review – Henderson Park, Centennial Park or an appropriate trail route consistent with the Town’s Trails System Master Plan. Engage Risk Management Staff in the planning stages (as noted in Recommendation #21).	Medium-Term
#44 With aging trends expected to become more prevalent in the Town of Bradford West Gwillimbury, the Town should regularly consult with the Danube Seniors Centre and other seniors’ organizations to ensure programs, facilities and services are proactively positioned to accommodate future needs.	Ongoing
#45 As part of the future considerations for the Bradford & District Community Centre, integration of youth-oriented space should be explored provided that it is compatible with whatever use is ultimately decided for the building.	Short-Term
#46 Undertake a functional evaluation of BWG’s community halls and multi-purpose rooms to determine if/how such spaces can be adapted to meet a broader range of leisure programming, along with the costs associated with any such actions. This could be done in conjunction with the Asset Management Plan by expanding its scope to include some qualitative criteria to assist with decision-making and setting investment priorities.	Medium-Term

Recommendation	Timing
#47 Undertake a feasibility and site selection process to explore the creation of a smaller-scale community centre in Bond Head that is based upon a community hub model. Consultations with prospective partners and the broader community will be required, as will an assessment of future uses (if any) of the existing Bond Head Hall.	Medium-Term
#48 Proceed with the construction of 2 lit regulation fields at Henderson Park. These and future fields should be designed with the Ontario Soccer Association’s Long Term Athlete Development model and future flexibility in mind.	Short-Term
#49 Upon implementation of the Town’s Facility Allocation Guide and subsequent construction of the recommended lit fields at Henderson Park, confirm a strategy through which to add up to 4 new fields that are sized based upon the registration profile at that time. An additional full size field – or two intermediate size fields – should be added to Henderson Park (beyond those identified in Recommendation #48) with the remainder of fields distributed across one or more future park locations.	Medium-Term
#50 Consider and evaluate any proposals received for a public-private partnership for the provision of an indoor turf field. A future partnership should be consistent with – or improve upon – the current partnership model in place for the Bradford Sports Dome with such a review also being assessed pursuant to the development of a formalized Partnership Policy (see Recommendation #32). Any future artificial turf field should also strongly consider the ability to function as a seasonal structure whereby the field is covered during the indoor season and uncovered during the outdoor season.	If or when the Town is approached
#51 Construct a lit ball diamond and an unlit ball diamond over the master planning period, preferably co-located together to achieve operational efficiencies for the Town and user groups.	Short-Term
#52 Pending the outcomes of Recommendation #18 regarding a site-specific plan for Centennial Park and an identification of lower quality/underutilized ball diamonds, investigate the feasibility of relocating strategic ball diamonds to form multi-diamond complexes including providing new diamonds at Joe Magani Park.	Medium-Term
#53 Temporarily line a minimum of two tennis courts at Lions Park in a manner that makes them multi-use for both tennis and pickleball play. Pending observation and monitoring of utilization levels for pickleball, if deemed a success then the lining may be made permanent along with the construction of an additional two pickleball courts at the Danube Seniors Centre.	Short-Term: Lions Park Medium-Term: Danube Seniors Centre
#54 Construct two tennis courts at Henderson Park along with another two tennis courts at Dreamfields (or suitable alternative). At least one of these locations should be designed in a manner that allows it to be adapted for play by both tennis and pickleball should demand for the latter warrant it.	Medium-Term



Recommendation	Timing
#55 Basketball courts should be constructed in adequate walking distance of newly developing residential areas in Bradford West Gwillimbury. At a minimum, this should include proceeding with planned courts at Henderson Park as well as providing one new basketball court in Bond Head that is situated onsite with a new community centre (if constructed) and/or within a future park developed north of 7th Line and/or east of County Road 27.	Short-Term: Henderson Park Mid-Term: Bond Head
#56 Redesign the Centennial Park skateboard park through a future site-specific master plan as presently envisioned by the Town of Bradford West Gwillimbury for that park and community centre site. Redesign of the skateboard park should involve local youth and representatives from the board and bike sport community.	Short-Term
#57 Construct a smaller-scale skateboard park in the Bond Head settlement area in a highly visible location, potentially in tandem with a new community centre development should it be pursued pending the outcomes of Recommendation #47/A-9.	Medium-Term
#58 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). BWG could consider park features of a more “natural” design to promote increased access to nature and the natural environment while opportunities for playgrounds in the Town’s rural areas should be evaluated in tandem with any future park developments that may arise in the future.	Ongoing
#59 Requests for facilities presently not part of the Town of Bradford West Gwillimbury’s core parks and recreation service mandate should be evaluated on a case-by-case basis, after first considering the municipality’s role in providing the service in relation to quantified market demand and cost-effectiveness of such services, while also identifying potential strategies to address long-term need for such requests should a sufficient level of demand be expressed.	Ongoing
Sustaining Recreational Capacity	
#60 Include all levels of staff in annual planning sessions to ensure that their valuable input is included, to understand the results of intended outcomes the previous year, which their contributions to priorities are understood and further that staff are fully engaged in the outcomes within the community.	Short-Term
#61 Engage post-secondary institutions serving Bradford West Gwillimbury in discussions around strengthening these relationships for the community good including but not limited to placements, co-op work and research on relevant community initiatives.	Short-Term
#62 Develop a set of meaningful performance measures that will serve to assist in informed decision making and better informing the public and Council on the work of the Department.	Medium-Term



Recommendation	Timing
#63 Develop a formalized approach to demonstrate compliance with legislative requirements and industry standards within Leisure Services (referring to the Leisure Information Network’s Legislative Compliance Audit Tool).	Short-Term
#64 Develop a fulsome staff development program to respond to the skills and competencies required to perform at a high level within Bradford West Gwillimbury. Engage other community partners such as the Simcoe-Muskoka District Health Unit and Lake Simcoe/Nottawasaga Valley Conservation Authority Staff to expand areas of training focus.	Medium-Term
#65 Adopt relevant Quality Assurance Models available to Leisure Service Departments in Canada to ensure that programs and services being delivered meet and exceed public expectations.	Medium-Term
#66 Update the Leisure Services Master Plan through a five year review of the document to reflect characteristics of the population and the participation/utilization profile of facilities and programs at that time.	Medium-Term

Appendix A

Recreation Facility Needs Assessments

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Arenas

BWG is served by two NHL-sized ice pads located at the BWG Leisure Centre as well a single ice pad at the Bob Fallis Sports Centre, both of which are physically located within the Bradford Urban Area boundary though the latter arena is in an area presently characterized by agricultural/industrial characteristics and affords convenient access to residents living in the Town's rural settlements. The former ice pad at Bradford & District Memorial Community Centre is currently used as a concrete pad for ball hockey and other non-ice sports and is thus not counted as part of the ice pad inventory.

Key considerations for the arena assessment include:

- Both active arenas have substantial useful life remaining with the BWG Leisure Centre having been constructed in 2012 and the Bob Fallis Sports Centre in 1997.
- The public survey reported 39% of its households participated in an ice sport, making it the ninth most popular activity through the survey. Additional investments in the arena system – either through new facilities or improvements to existing ones – received 62% support while 14% were opposed (the remainder were indifferent), placing it outside of the top ten highest priorities.
- Most arena users reported being satisfied with the current supply of arenas though a few comments were received suggesting current ice allocation practices may restrict future growth potential of some organizations. Of note, the Town is finalizing a Facility Allocation Guide to provide a transparent process for allocating time each year.
- BWG Minor Hockey and the Bradford and District Skating Club, the two primary ice sport organizations for local children and youth, report a collective membership of approximately 850 registered participants. Further, Central York Girls Hockey Association report approximately 40 of its players are from BWG while data was not available for York Simcoe Express. Thus, the number of local children and youth involved in organized youth sports is estimated to be in the range of 900-950 players.
- The upward membership trends in BWG's two primary minor organizations are positive in light of the fact that the national, provincial and GTA participation rates are generally declining due to factors relating to cost, lack of time, immigration from countries not associated with ice sports, and a general aging of the population.

- After experiencing a three year peak in prime time bookings for the 2013/14 season, prime time usage in decreased to 4,150 hours 2014/15 (amounting to approximately 165 fewer hours compared to the season prior and 130 fewer hours compared to the season before that).
- A review of the 2016/17 master schedule shows strong bookings during weekday 5pm-10pm periods and weekends between 8am-10pm. Considerable capacity is shown in the less convenient prime hours (also called 'shoulder' hours) – amounting to about 19 available hours occurring before 5pm on weekdays, before 8am on weekends, and after 10pm throughout the entire week. Under historical prime operating definitions,⁵ the utilization rate amounts to 91% at the BWG Leisure Centre and 87% at Bob Fallis Sports Centre, which remains a strong level of use but noting that these are anticipated bookings (i.e. does not represent 'actual' bookings which may increase due to tournaments, decrease due to turn backs, etc.).
- A number of adult league, pickup and regional group rentals are scheduled before 10pm along with a few bookings for commercial for-profit organizations (e.g. skating academies). Since non-profit minor sports typically receive highest allocation priority, this appears to reaffirm input from minor hockey and the skating club who stated their ice needs are being met for the time being.
- 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 (or one pad per 600 to 800 total registered participants) is used by most municipalities to calculate future ice pad requirements. This standard also accounts for an acceptable range of adult usage, primarily during shoulder hour periods. BWG's level of service is presently one ice pad per 300 minor participants.

Given that most of BWG's prime time usage is consumed by minor sports, the current standard of 1:400 minor users forms the basis of assessment for future arena needs (placing the Town on the upper end of the provision spectrum in recognition of its growth trends). Assuming both the proportional age structure of the population and local penetration rate is carried forward, the Town can expect to have approximately 1,200 minor participants by the year 2026. In maintaining the 1:400 service level, the three existing ice pads would suggest that the Town should have sufficient arena capacity to meet needs of local minor sports organizations over the Master Plan's ten year planning horizon. The Town's Facility Allocation Guide – expected to be completed in the coming months – will help position the arena system to accommodate more growth through

⁵ Consistent with historical definitions across Ontario, prime arena operating hours are calculated as 5pm to 11pm on weekdays and 7am to 11pm on weekends.

achieving greater scheduling efficiencies and will also allow the Town to more effectively track user registrations on an annual basis and inform future planning based on registration trends.

Recommendations

A-1. In maintaining a supply of 3 ice pads across the BWG Leisure Centre and Bob Fallis Sports Centre over the master planning period, initiate a process to determine the future of the Bradford & District Community Centre given no recreational uses have been identified for the facility through this Master Plan. The future of the facility should be explored from an economic development, arts and cultural, or other municipal operations perspective while aligning with a broader master planning exercise contemplated for Centennial Park.

Aquatic Facilities

Indoor Aquatic Centres

The BWG Leisure Centre incorporates a first-class indoor aquatics centre containing one 25-metre rectangular tank, a separate leisure pool, and one small warm-water 'relax' pool.

Key considerations for the indoor aquatics assessment include:

- The BWG Leisure Centre aquatic facility is multi-functional, multi-generational and sport-friendly. The rectangular pool has eight lanes and elevated seating, making it well suited for competitive training and events. The leisure pool includes a range of spray features and a slide, which are ideal for younger children, while the relax pool is well suited for older adults and therapy programs. Combined with barrier-free designs, the aquatic centre is thus a highly inclusive space for persons across many ages, interests and abilities.
- The public survey reported a 52% participation rate in recreational swimming, making this the second most popular surveyed activity, while instructional swimming (i.e. lessons or aquafit) rated sixth with 44% participation over the past twelve months. Additionally, 62% of survey participants supported additional spending on indoor swimming pools which although is a majority of respondents, fell outside of the top ten priorities relative to other surveyed facility investment priorities which may be a result of having a newer, high quality pool at the BWG Leisure Centre. During the public information session, there was some concern that aquatic programming seems to be approaching capacity and may need more room in the near future.

- Registrations in aquatics programs increased by 16% between 2013 and 2015 with strong program fill rates – above 87% - attained last year for child/youth lessons and aquatic camps. Over 11,000 recreational swims have also been recorded halfway into 2016. The vast majority of program participants (88%) are BWG residents.
- Discussions with Town Aquatics Staff indicate that there is very little ability to expand program range or offerings due to the intensity of use occurring in all pool tanks, including during daytime hours as there is a strong school program. Further, there are presently no competitive swim rentals due to the intensive demands for municipal programs. Under present conditions, accommodating swim sport rentals would substantially escalate program waiting lists in the opinion of Aquatics Staff.
- Typically, municipalities across the province target the provision of indoor aquatic centres in the range of one facility per 35,000 to 50,000 population. BWG presently falls within the upper end of this spectrum. A multi-pool, sport-friendly facility such as the BWG Leisure would generally satisfy 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 a level of service that is exceptional 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, the BWG Leisure Centre is expected to meet needs over the next ten years, though recognizing the pool could remain under pressure as the 2026 population of 47,500 would generate a need for 1.2 aquatic centres meaning the equivalent programmable capacity of one-fifth of a pool would be undersupplied at that time. This may require consideration of capping the number of programs per participant during each session and reducing non-resident access.

Despite the intensity of programming occurring at the BWG Leisure Centre, a stated inability to grow program offerings or accommodate rentals by swim sport organizations, the earliest a second indoor aquatic facility should be considered is upon reaching 60,000 persons when application of the standard would yield a 0.5 pool equivalent deficit. This cautious approach of not building a new pool during the master planning period – essentially to ensure BWG does not build to a ‘peak’ in demand - is advanced largely on the basis of:

- BWG has experienced considerable greenfield development over the past few years which has likely created a surge in young families and resulted in greater pressures for aquatics programs. As greenfield areas build out and the population ‘ages’ at a greater rate, pressures on the indoor pool could be alleviated.

- Pressures could also subside marginally as the BWG Leisure Centre itself ages over time. Experience in facility operations shows that facilities operate are in high demand immediately after opening, though demand often wanes in subsequent years once the novelty factor subsides (though high rates of population growth can sustain demand).
- There is a substantial financial cost to be incurred in not only constructing but operating an aquatic centre over a typical 40-year lifecycle. As context, the net operating cost of the BWG Leisure Centre aquatic centre is estimated to be in the range of \$330,000 (based on 2015 figures).
- Even if maintaining the current level of service at 1:36,000, the unmet capacity at the end of the master planning period would be equivalent to one-third of a pool.

Splash Pads

Three splash pads are distributed across the Bradford urban settlement area, located at Dreamfields Park, Alan Kuzmich Park, and Lions Park.

Key considerations for the outdoor aquatics assessment include:

- Use of a splash pad was the fifth highest recreational pursuit recorded by the public survey, with 46% of surveyed households visiting a splash pad in the past twelve months. Splash pads also received the fourth highest level of support for additional investment at 78% compared to 7% opposition.
- Splash 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'.
- Most communities target splash pad provision based upon the number of children, usually at a rate of one splash pad per 3,000 children ages 0 to 9. Based on 2011 Census data (the last available count of residents by age group), the Town's level of service is 1:1,200 children.

Assuming that the proportional age structure is carried forward over the planning period, the Town could have upwards of 6,000 children living in the community by 2026. A new splash pad has been included in the Henderson Community Park Master Plan's preferred concept and slated for development as a five to seven year priority (i.e. prior to 2021). This splash is supported on the basis that it will contribute to the multi-generational and unstructured aspects of the Henderson Park vision.

Given that the splash pad supply is presently focused exclusively in the Bradford urban area, there is merit in investing in a smaller-scale splash pad in the Bond Head urban area given that modest population growth is anticipated there per its Secondary Plan. A splash pad would form an ideal complement to a Community Park such as Bud Brown Park or integrated onsite with a future community centre if the need for such is confirmed as discussed in the multi-purpose space assessment.

Recommendations

A-2. Proceed with construction of a splash pad at Henderson Park – in line with the Council-approved Henderson Community Park Master Plan concept – as well as in Bond Head at Bud Brown Park or a future park site in tandem with plans for a future community hub for Bond Head as advanced through Recommendation #47/A-9.

No recommendations have been advanced for indoor aquatic centres given the existing supply is deemed to be sufficient to meet needs over the master planning period.

Gymnasium & Fitness Space

Through the BWG Leisure Centre, the Town offers a variety of spaces for fitness programs and other activities. The Leisure Centre contains a double gymnasium that can be partitioned into two spaces, allowing for broad program delivery possibilities and open gym times. The gymnasium is encircled by a 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 gymnasium and fitness assessment include:

- Both the gymnasium and fitness centre benefit from cross-programming synergies with the ice pad and indoor aquatics centre. In fact, 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 gymnasium and fitness centre also conducive to dryland training opportunities for ice and aquatic sports.
- In general, 93% of survey respondents ranked indoor leisure facilities such as pools as important and 74% were satisfied with existing opportunities. 62% of survey participants supported additional spending on indoor swimming pools. Though this is a majority of respondents, indoor swimming

pools were not among the top ten priorities for additional spending. Concerns were raised during the public information session that aquatic programming was approaching capacity and may need more room in the near future.

- Based on recent multi-use community centre construction, it appears that municipalities have a growing tendency to integrate full service, club-format fitness centre 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.
- Outdoor fitness infrastructure is also gaining in popularity with a number of municipalities investing in outdoor equipment that is located within parks and along trail routes. This equipment is designed to be all-season and can be fairly basic in terms of design, largely focused on resistance created by a person's own body weight or factoring high repetitions to engage the user.
- Typically, municipalities across the province target the provision of gymnasiums in the range of one facility per 35,000 to 50,000 population, depending upon accessibility and availability of school gyms. BWG presently falls within the upper end of this spectrum.
- 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.

Gymnasiums

If targeting municipal gymnasium provision at the upper end of the provision spectrum at 1:40,000 population, BWG would be largely serviced over the ten year master planning period. 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 0.2 gymnasiums by the year 2031. Although no gymnasiums are being recommended, opportunity to accommodate certain gym sports may be possible if the feasibility of a new community hub is confirmed for Bond Head whereby a large multi-purpose space – with sufficient ceiling height and floor area – could be integrated into the design.

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 make a decision 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. Given that no new major multi-use community centres have been advanced through the Master Plan assessments, the existing BWG Leisure Centre fitness club is deemed to be sufficient to address needs over the next ten years. Consistent with the Town's philosophy of providing a well-rounded fitness experience, however, the Master Plan reinforces the need to proactively monitor membership, program participation, member retention and satisfaction levels, and 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 quality of experience and user satisfaction.

As discussed in the assessment of multi-purpose rooms, the Town should initiate a process whereby selected multi-use program rooms in various municipal facilities can be optimized to provide a higher quality group fitness (fitness classes) experience. In particular, rooms at the Bob Fallis Sports Centre and the Danube Seniors Centre are opportunities to explore at a minimum.

Doing so will allow the Town to expand on its outreach efforts into neighbourhood units – such as those in the well-established communities of Bradford and Bond Head - to deliver quality fitness programming and by leveraging its existing facilities, builds convenience and even walkability to reach municipal fitness programming.

For example, should the Town revitalize the Bradford & District Community Centre for a non-recreational use, there may be an opportunity to retain a small recreational component by way of a multi-purpose room that can accommodate fitness by having an appropriate floor, mirrors along a wall, appropriate ventilation, storage, etc. The possibility of a future small scale community centre in Bond Head (see Recommendation #47) is another prospective opportunity to integrate space conducive for fitness programming and expand the Town's geographic reach outside of Bradford. Other possible locations include the Danube Seniors Centre (to make the facility more attractive to active seniors) and the Bob Fallis Sports Centre. Strategically decentralizing certain fitness programs (e.g. those focused on youth, older adults, parent and tot programs, etc.) in turn could also boost membership and 10-visit sales.

Outdoor Fitness

Consistent with BWG's fitness services philosophy and its objectives to have residents engage in healthier, active lifestyles, it is recommended that the Town select a site as a pilot project for outdoor fitness equipment. Whether located within a park or integrated along a trail route, experience across the province suggests that people are making good use of outdoor fitness equipment. Although outdoor fitness training was not explicitly heard through the Master Plan's community engagements, there is evidence that outdoor fitness experiences are growing in popularity particularly as it pertains to long distance endurance with many residents pursuing personal goals for full/half marathon or biathlon/triathlon activities.

Subject to further review by the Town, potential options to explore for the pilot project would be at Henderson Park, Centennial Park (as part as overall site redevelopment), or an appropriate existing or future trail route consistent with the Town's 2010 Trails System Master Plan. Staff in Risk Management should be included early in the planning discussions as new options are considered.

Recommendations

- A-3. In tandem with the Multi-Purpose Room strategy advanced in Recommendation #46, seek ways in which to optimize multi-purpose rooms already located within existing municipal facilities in a manner that allows the Town to expand group fitness and active living programs into the community.
- A-4. If pursuing a community hub facility in Bond Head using the process advanced through Recommendation #47, a large multi-purpose space with sufficient ceiling height and floor area should be considered as part of the design to facilitate a range of gymnasium sports, active living programming and/or social gatherings.
- A-5. Integrate outdoor fitness equipment through a pilot project at a park or trail in Bradford West Gwillimbury. Candidate sites include – but are not limited to and subject to review – Henderson Park, Centennial Park or an appropriate trail route consistent with the Town's Trails System Master Plan. Engage Risk Management Staff in the planning stages (as noted in Recommendation #21).

Seniors Space

The Danube Seniors' Centre offers two program spaces, a woodworking shop, and kitchen which are complemented by an outdoor open space including a greenhouse. While the Town owns the building, it is largely operated by a seniors centre group where residents 55 years and over can join for an annual membership fee of \$10. In addition, several older adult groups use space in St. Mary's Building while the Town delivers seniors-focused programming out of the BWG Leisure Centre focused on health, rehabilitation, fitness and social activities.

Key considerations for the seniors' space assessment include:

- The 2011 Census recorded approximately 6,000 persons 55 years and over in BWG, resulting in about one out of five BWG residents being in the 55+ age group. Assuming this percentage has remained constant, there would be an estimated 7,600 persons in this age group at present time and there could be upwards of 10,000 older adults in ten years' time.
- Public support for additional investments in dedicated space for seniors ranked as the ninth highest priority among surveyed facilities, while some discussions held during stakeholder workshops reinforced the importance of providing space for older adults and senior citizens.
- The Danube Seniors Centre has approximately 400 members, representing 7% of BWG's estimated 55+ population. Considering that 10% of Ontario's older adult population makes use of older adult centres, this represents an opportunity for improvement particularly since seniors centres produce many physical and social benefits and are thus important community assets that are generally regarded as an important part of the health care and recreation sectors. Members of older adult centres are also very healthy and have strong activity patterns that help them remain physically well (55% of members described their level of physical activity as fair/moderate, and 33% as good or excellent).⁶
- For most seniors centres in the province, the membership is primarily characterized by the 65+ age groups. Younger baby boomers and those in the 55-65 age group tend to prefer integrated programs within broader, multi-generational community facilities such as the BWG Leisure Centre.

⁶ Older Adult Centres' Association of Ontario. 2010. Building Bridges to Tomorrow: User Profile of Older Adults Centres in Ontario.

- The Town has successfully partnered with healthcare providers to deliver responsive seniors programs oriented to cardiovascular disease prevention (in conjunction with Southlake Regional Health Centre), Fitness for Breath (with The Lung Association), the TIME program for persons with conditions related to aging and neurological deficiencies, and water therapy programs all of which are offered at the BWG Leisure Centre. In particular, registrations in the BWG Leisure Centre rehabilitation programs have more than doubled over the past three years.

There are no set provision standards guiding municipally-operated seniors centres although the Town's model of complementing a dedicated space with rental and program opportunities at other facilities is in line with best practices. Assuming BWG's current proportion of older adults using the Danube Seniors Centre is applied to the 2026 population, there could be a potential market of 700 persons. It is envisioned that the Danube Seniors Centre and the BWG Leisure Centre – the latter of which delivers a broad range of complementary programming that is particularly responsive to more active seniors – could service the majority of this potential market over the next ten years provided that there is sufficient municipal and community-based staffing in place. To assist the Danube Seniors Centre grow its membership and appeal to 'younger' or active seniors, the Hard Surface Court assessment has recommended the development of two dedicated pickleball courts in the area north of the seniors centre which will complement the existing outdoor amenities there. Further, the Town should remain apprised of needs and any pressures in consultation with representatives of the Seniors Centre while closely monitor trends for integrated programming within other facilities for healthy and active living pursuits, and a continued focus on disease/injury prevention and rehabilitation.

Recommendations

- A-6. With aging trends expected to become more prevalent in the Town of Bradford West Gwillimbury, the Town should regularly consult with the Danube Seniors Centre and other seniors' organizations to ensure programs, facilities and services are proactively positioned to accommodate future needs.

Youth Space

The Town does not operate a dedicated youth centre but instead utilizes its facilities and parks to provide space where youth-focused programs can take place. Youth programs are offered through the BWG Leisure Centre, a room in the St. Mary's Building is frequently rented out to a faith-based youth service provider, arenas and sports fields allow for minor sports, and hard surface courts and open spaces in parks can be used to play or simply hang out.

Key considerations for the youth space assessment include:

- The 2011 Census recorded approximately 4,000 persons 10 to 19 years and over in BWG, amounting to 14% of the population in the youth/teen age group that such facilities are targeted to. Assuming this percentage has remained constant, there would be an estimated 5,000 persons in this age group at present time and there could be upwards of 6,600 youth in ten years' time.
- A Youth Workshop held as part of the master planning process revealed a desire for more spaces for young people to participate in sports, both through facilities oriented to organized leagues but also facilities that combined sports with social/hang-out areas. Youth centre investments were the second greatest priority for public survey respondents at 83%, rating only behind priorities for additional investments in parkland. This was echoed by stakeholder workshop participants who would like to see more youth-centred services and facilities in Town.
- Research has revealed that 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 estimated population of youth during the master planning period along with the priority placed on youth space through the consultations lends support to bolstering program and service opportunities for the 10 to 19 age group. There are two primary ways in which to achieve this objective. The first is to continue to expand upon youth-based offerings using existing parks and community centres to accommodate programs and rentals. The second opportunity would be through construction of a dedicated youth space, however, this would represent a costlier approach from a construction and operations perspective.

Pending the outcome of the site-specific master plan for the Bradford & District Community Centre and Centennial Park, depending upon the future use of the building the opportunity to integrate a youth space exists as part of a redevelopment project so long as such a space complements the future use of the building. Doing so would align with Recommendation #56 to redesign the onsite skateboard park to a higher quality

amenity, thereby creating a fun and safe hub for local youth. Youth spaces also serve an important function in providing safe environments that facilitate positive reinforcement to combat concerns surrounding mental and physical health among youth, and youth facilities and programs are an important consideration in striving to be a Youth Friendly Community as being proposed through Recommendation #7.

Recommendations

A-7. As part of the future considerations for the Bradford & District Community Centre, integration of youth-oriented space should be explored provided that it is compatible with whatever use is ultimately decided for the building.

Halls & Multi-Purpose Rooms

Within most of the Town's civic and recreational facilities are multi-purpose spaces that user groups and residents can use for a variety of programs and events. In total, 14 multi-purpose spaces are available for booking through the Town. This includes seven multi-purpose program spaces at Bond Head Hall (2), Bradford Library & Cultural Centre, BWG Leisure Centre (2), and Danube Seniors' Centre (2). Seven meeting rooms are also found at Bob Fallis Sports Centre, Bradford & District Memorial Community Centre, Bradford Library & Cultural Centre (2), BWG Lions Park Building (2) and the BWG Leisure Centre.

In addition, the Town owns a former school, which is now known as the St. Mary's Building. This facility has contains a number of rooms that are permanently occupied by community-based organizations including the CrossTrainers Youth Group, the Happy Sixties Club, the Bradford Soccer Club, and a women's weight-loss group known as TOPS.

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's 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.

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 adults 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 and consultations that have expressed a desire for a new community centre to be located there. While a population estimate or future growth forecast is not available for the Bond Head community, the Bond Head Secondary Plan shows five residential precincts that are planned to accommodate 1,500 dwelling units or 4,400 residents which would be added to the 900 residents recorded as living in and around Bond Head through the 2011 Census. This population, while not sufficient to support a major recreational component such as an ice pad or aquatic centre, could potentially support a community hall space 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. Pursuit of such a community centre/hub model would render the existing Bond Head Hall as redundant based on an estimated long-term population of 5,500 persons in that community.

To address the need for future recreational space in the Bond Head community, the Town should initiate discussions with prospective partners to explore the creation of a small scale community centre using a community hub model. A site selection process should be undertaken in tandem which should include Bud Brown Park since it is already established as a community destination for the Bond Head settlement area, as well as any sufficiently sized parcel that may be acquired through future development plans in the area. The future of Bond Head Hall will also need to be evaluated in terms of whether it is expanded, completely rebuilt onsite or decommissioned should a new community centre be located elsewhere in the settlement area. It is recommended that any future community centre developed in Bond Head be accompanied by an outdoor

recreational component as well such as a splash pad as discussed in the aquatics assessment. A similar model exists nearby in Cookstown that combines a large multi-purpose space operated by the Town of Innisfil with a library branch operated by Innisfil Public Library, and is situated onsite with a number of outdoor recreational components.

Recommendations

- A-8. Undertake a functional evaluation of BWG's community halls and multi-purpose rooms to determine if/how such spaces can be adapted to meet a broader range of leisure programming, along with the costs associated with any such actions. This could be done in conjunction with the Asset Management Plan by expanding its scope to include some qualitative criteria to assist with decision-making and setting investment priorities.
- A-9. Undertake a feasibility and site selection process to explore the creation of a smaller-scale community centre in Bond Head that is based upon a community hub model. Consultations with prospective partners and the broader community will be required, as will an assessment of future uses (if any) of the existing Bond Head Hall.

Rectangular Fields

Outdoor Fields

The Town offers 14 rectangular fields, including:

- Lit regulation fields at Centennial Park, Henderson Park, and Joe Magani Park;
- Intermediate fields at Bud Brown Park, Dreamfields (2), and Alan Kuzmich Park; and
- Mini fields at Centennial Park (4) and Taylor Park (3).

The lit fields are considered to be equivalent to 1.5 unlit fields since they allow play into the late evening and thus BWG has an 'effective supply' of 15.5 unlit rectangular fields.

Key considerations for the rectangular field assessment include:

- The Bradford District Soccer Club and the Bradford Soccer Club were the two rectangular field users to submit a survey for the Master Plan. Both commented on a desire for revised field allocation parameters - the Town is presently finalizing a Facility Allocation Guide to provide a transparent

process for allocating time each year – as well for new soccer fields along with greater amenity levels such as an artificial turf and ancillary spaces to support tournaments (e.g. change rooms, concessions, spectator seating).

- At 28% participation, soccer placed outside of the top ten most surveyed activities pursued by households responding to the public survey. Less than 0.5% participation was reported for other rectangular field sports such as football and Ultimate Frisbee. Additional field investments also placed outside of the top ten surveyed priorities with 63% support and 13% opposition (the remainder were indifferent).
- The Town's rectangular fields were booked over 1,500 hours in 2016, down approximately 550 hours compared to 2014. This is driven by significantly reduced bookings at the intermediate-level and mini fields, particularly Dreamfields, Kuzmich, Centennial #3 and #4, and the Taylor fields. This may suggest that the Bradford Soccer Club's younger age divisions may be stagnating. The regulation fields had modestly higher bookings which supports registration trends of the Bradford District Soccer Club which focuses on older youth and adults.
- The two soccer clubs submitting a survey reported a collective registration of 1,400 players for the 2016 season, up approximately 400 players from 2014. Of note, the Town's new Facility Allocation Guide will allow better tracking of registration trends upon its implementation.
- Communities typically utilize a service level target of one field for every 80 registered soccer participants. Based on the number of participants the two soccer clubs provided and the current supply, BWG's level of service is slightly below this metric at one rectangular field for every 90 soccer participants but is somewhat tempered by the fact there appears to be capacity to accommodate additional rentals given the fact that bookings were lower in 2016 compared to certain years in the past (noting reduced rentals may be a result of soccer organizations using fields more effectively given their reported growth, such as simultaneous programming on large fields for younger ages).

Applying a service target of 1:80 registered players to reported registration reveals a need for 17.5 unlit field equivalents to meet current needs. Projecting current participation rates forward, the local soccer market is estimated to be upwards of 1,850 players by the year 2026 which would necessitate a total supply of 23 rectangular fields meaning that an additional 7.5 unlit equivalents would be required over the next ten years. The preferred strategy would be to:

- Proceed with the construction of two full-sized, lit fields are planned for Henderson Park which would offset 3.0 unlit field equivalents from the projected future deficit.

- Given that the Town's registration profile is heavily focused on the minor side, the dimensions of the remaining 4.5 unlit equivalents should be determined after implementation of the Facility Allocation Guide and upon completion of the first full season at Henderson Park which is anticipated to open in 2018 Q2.

By deferring construction of the remaining 4.5 unlit equivalent fields to the 2019-2026 period, the Town will be in a position to better understand which field sizes to employ based on: a) registration trends by age division; b) the degree to which new allocation policies improve scheduling and related capacity of existing fields. The Town will also have the benefit of understanding any approved or pending plans of subdivision that arise over the next three years, through which all or a portion of these fields could potentially be integrated in a neighbourhood or community-level parks. Design of future fields should consider the Ontario Soccer Association's Long Term Athlete Development Model requirements but retain sufficient flexibility to adapt with trends, evolution of age groups/divisions, and any changes to future sport models.

Both of the major soccer clubs communicated a need for an outdoor artificial turf field. As will be discussed in the paragraphs that follow, investment in an artificial turf field is recommended only on the basis that the Town can secure a public-private partnership. Experience in other communities is such that outdoor turf is primarily appealing to users during the shoulder seasons (i.e. Spring and Fall) and many field users transition to natural grass in the summer for reasons such as cost, preference of playing experience, and to an alternative to rain-outs. Addition of an artificial turf field could add 2.0 unlit equivalents towards reconciling future field needs since its playable capacity is greater in the absence of needing to 'rest' it.

Indoor Fields

The Bradford Soccer Dome is a public-private partnership whereby the Town provides land adjacent to 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.

Key considerations for the indoor field assessment include:

- The Bradford Sports Dome reports that it accommodates 3,500 users per week playing soccer, baseball and slo-pitch, football, lacrosse, and Ultimate Frisbee. This represents nearly a 50% increase compared to 2014 levels when the Sports Dome was attracting 2,400 users per week. The operator reports that the Sports Dome is now running at full capacity during prime time hours during the core indoor season and are now turning prospective rentals away.

- The public survey did not differentiate between indoor and outdoor soccer participation. Those surveyed placed a relatively low priority on the Town investing in indoor sports fields, with the level of support ranking outside of the top fifteen, which may be due in part to perceptions that the public-private partnership – through which the Town invests no financial resources – is viewed favourably (though it is also possible that survey respondents also feel the Sports Dome is sufficient to meet needs).

The Town's public-private partnership is in line with best practices found across Ontario and is one that should continue so long as there is an interest from both parties to do so. In support of this model, new indoor sports fields should only be pursued in a manner consistent with the Town's current practice. 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, such a proposal should be considered provided it satisfactorily represents the public interest. There may also be potential to construct a seasonal artificial turf field at Henderson Park - using a temporary bubble that can be removed for the summer months - given the availability of land provided a private sector partner is amenable to either managing the outdoor bookings itself or allowing the Town to do so during the summer months.

Recommendations

- A-10. Proceed with the construction of 2 lit regulation fields at Henderson Park. These and future fields should be designed with the Ontario Soccer Association's Long Term Athlete Development model and future flexibility in mind.
- A-11. Upon implementation of the Town's Facility Allocation Guide and subsequent construction of the recommended lit fields at Henderson Park, confirm a strategy through which to add up to 4 new fields that are sized based upon the registration profile at that time. An additional full size field – or two intermediate size fields – should be added to Henderson Park (beyond those identified in Recommendation #48) with the remainder of fields distributed across one or more future park locations.
- A-12. Consider and evaluate any proposals received for a public-private partnership for the provision of an indoor turf field. A future partnership should be consistent with – or improve upon – the current partnership model in place for the Bradford Sports Dome with such a review also being assessed pursuant to the development of a formalized Partnership Policy (see Recommendation #32). Any future artificial turf field should also strongly consider the ability to function as a seasonal structure whereby the field is covered during the indoor season and uncovered during the outdoor season.

Ball Diamonds

The Town permits 5 lit diamonds and 2 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 9.5 unlit ball diamonds. School diamonds have been excluded from this supply as they are not designed or maintained to the same level as Town-owned diamonds.

Key considerations for the ball diamonds assessment include:

- The Stakeholder Group Survey was completed by the Bradford and District Minor Softball Association, Bradford Mixed Three Pitch League, and Bradford Sluggers Mixed Slo-Pitch. These groups reported the desire for additional ball diamonds to accommodate their growing leagues and higher quality fields and amenities (e.g., parking, office space, etc.).
- The public survey found that 40% of respondents had at least one member in their household who used a ball diamond in the past 12 months. This activity was the 7th most popular activity out of 20 activity types. Use of ball diamonds was also the most popular organized sport facility that was used, which is an interesting note given that national trends suggest that the sport has been in decline, although regional differences do exist. In addition, 69% of respondents from the public survey supported spending additional public funds on improving or developing new ball diamonds, ranking 8th out of 22 facility types.
- With nearly 2,100 hours booked to date at municipal diamonds in 2016, diamond usage has increased by 70% with over 850 hours added since 2014. Over this time, nearly 700 additional hours have taken place on lit diamonds at Joe Magani Park and Centennial Park while the Town has also started permitting the Luxury Park unlit diamond (it was historically non-programmed) to accommodate user group needs.
- Utilization of diamonds is supported by registration growth collectively reported by the three aforementioned ball organizations submitting a Stakeholder Survey. These user groups reported a collective membership of 904 participants in 2016, which is an increase of over 220 players compared to three seasons prior. A survey from Bradford Legion Slo-Pitch has not been received at time of writing and thus their registration trends are unknown. It is noted that the Town's new Facility Allocation Guide will allow better tracking of registration trends upon its implementation.
- Communities typically 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 consistent with this metric at one ball diamond for every 95 participants.

Applying a service target of 1:100 registered players to reported registration reveals a need for 9 ball diamonds and confirms the pressures being placed on the current supply. Assuming that the penetration rate of ball players remains constant over the master planning period, there could be 1,200 ball players by the year 2026. This would result in a need for 2.5 unlit equivalent diamonds to be added to the current supply – i.e. one new lit diamond and one new unlit diamond – over the next ten years.

The Town should also initiate a process whereby lower quality, site constrained and/or underutilized ball diamonds are strategically relocated to a park(s) where multiple diamonds are located. For example, the Centennial Park diamonds may or may not fit within the future vision of that site under their current configuration. Relocating these and/or another diamond(s) to a complex such as Joe Magani Park would be optimal to create a hub for adult-focused play (and a degree of minor use as well) – it is understood that Joe Magani Park could have space to accommodate up to three additional diamonds onsite.

Recommendations

- A-13. Construct a lit ball diamond and an unlit ball diamond over the master planning period, preferably co-located together to achieve operational efficiencies for the Town and user groups.
- A-14. Pending the outcomes of Recommendation #18 regarding a site-specific plan for Centennial Park and an identification of lower quality/underutilized ball diamonds, investigate the feasibility of relocating strategic ball diamonds to form multi-diamond complexes including providing new diamonds at Joe Magani Park.

Hard Surface Courts

Lions Park contains four tennis courts while Centennial Park has two courts, for a Town-wide total of six tennis courts. Pickleball is a similar sport to tennis – it is played in a smaller playing area, lower net, and slower ball – and while there are presently no outdoor pickleball courts in BWG, the sport is played indoors at the BWG Leisure Centre gymnasium.

Seven basketball courts can also be found in parks throughout BWG. With the exception of Luxury Park, which offers a single basketball court, Alan Kuzmich Park, Bud Brown Park, and Dreamfields each provides two basketball courts. Hard surface courts can also be found at various schools within Bradford.

Key considerations for the hard surface court assessment include:

- Tennis participation ranked within the top fifteen most popular pursuits recorded through the public survey with roughly one out of eight responding households participating in the sport. Investments in additional courts ranking as a low priority, falling just within the top twenty priority facilities.
- Public survey participation in pickleball rated low at 3% and in little support was expressed for investment in pickleball courts. That said, people are generally unfamiliar with this emerging sport, particularly in younger age groups.
- Tennis participation in the GTA has been observed to be on the rise after a period of stagnation. Factors contributing to growth potential in the sport is success of Canadians on the professional tennis tours, growing participation in organized tennis clubs, interest among many new Canadians and certain cultural groups, and the aging of the population. The latter trend is particularly applicable to the growth of pickleball, which is one of the fastest growing sports in North America.
- Basketball ranked within the top fifteen surveyed pursuits at 19%, with support for additional investment in the basketball court supply falling just outside of the top fifteen highest priorities.
- 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.
- To identify tennis court needs, a service level target of one tennis court for every 5,000 residents is typically used. BWG is approximately providing tennis courts at a rate of one tennis court for every 6,000 residents.
- Given that basketball courts are primarily used by youth between the ages of 10 and 19, a service level target of one basketball court for every 800 youth is used in tandem with an assessment of geographic distribution. The 2011 Census recorded 3,910 youth in BWG, resulting in a current service level of one basketball court for every 560 residents between the ages of 10 and 19.

Tennis Courts

BWG's population is expected to reach 47,500 residents by the end of the master planning period in 2026. Applying a recommended service level target of one tennis court for every 5,000 residents results in a need for 10 tennis courts in total, four more than what is currently provided. With two tennis courts already planned to be located at Henderson Park, two additional tennis courts should be provided in the Bradford settlement area to enhance the geographic distribution of tennis courts in BWG's largest settlement area. In line with best practices, the preferred approach is to construct the two tennis courts at a single location as this is the most common tennis court template given that a pod of two tennis courts offers benefits in construction and maintenance, as well as facilitates simultaneous play.

A scan of existing tennis courts reveals that Bradford is currently well served on the east side and as a result, the new tennis courts should be located on the west side of Bradford. Dreamfields is the recommended location for these two new courts as there is vacant open space located along Crossland Boulevard provided the existing berm is graded. Alan Kuzmich Park is identified as an alternative with space available north of its woodlot though the Town will need to contemplate whether such lands are better suited for a second rectangular field there - in order to create operational efficiencies for the Town and sports field users - as the rectangular field assessment identifies the need for additional fields.

Pickleball Courts

Given that pickleball is an emerging sport and municipalities have primarily integrated related programming through gymnasiums, there is no standard for the provision of outdoor pickleball courts. Best practice dictates that municipalities can construct dedicated outdoor pickleball courts or design combination tennis/pickleball courts in a multi-use court format that is lined for both sports; for the latter, a typical tennis court can accommodate up to four pickleball courts if using portable nets, although one pickleball court can be lined within a tennis court if using the tennis net (a system, sometimes employing a strap and hook, needs to be in place to pull the sides and centre of the net down).

The preferred implementation strategy is to line a minimum of two tennis courts at Lions Park in a manner that makes them multi-use by adding the opportunity for pickleball play. Doing so allows the Town to introduce the sport into the parks and recreation facility portfolio, at a location that is located in an established area characterized by aging trends and a sizeable population of older adults that represent the core market for pickleball. Lining these courts should initially be done on a temporary basis to allow the Town to determine whether to retain pickleball on how well the courts end up being used for that particularly sport and how the courts function with continued tennis play. Pending any observed successes or challenges, the Town would subsequently decide whether to replicate the multi-use court model or switch to a dedicated pickleball court model should additional outdoor opportunities for pickleball be warranted in the mid to long

term planning horizon. A second pickleball site, if deemed to be required after such time, would optimally be located at the Danube Seniors Centre.

Basketball Courts

The Town could have approximately 7,000 youth ages 10 to 19 by the year 2031 under an assumption that the 2011 Census age structure remains consistent over the master planning period. Utilizing a service target of one basketball court for every 800 youth, there will be a need for 8 basketball courts, one more than the current supply affords. The two basketball courts currently included in plans for Henderson Park would reconcile needs under the service level target over and slightly beyond the master planning period.

From a geographic perspective, basketball courts are considered as neighbourhood amenities that should be located within walking distance of residential areas provided that the majority of their primary user base - youth - do not have regular access to vehicular transportation. Therefore, a geographic analysis applied in tandem with the market-based service target reveals a well distributed supply of basketball courts in the Bradford settlement area, particularly when including school sites (although recognizing that school courts are not designed and maintained to the same standard as municipal courts). Opportunities may exist to improve the distribution of basketball courts in Bond Head at a future park north of 7th Line and/or east of County Road 27 to avoid the need to cross major arterial roads to get to Bud Brown Park.

Recommendations

- A-15. Temporarily line a minimum of two tennis courts at Lions Park in a manner that makes them multi-use for both tennis and pickleball play. Pending observation and monitoring of utilization levels for pickleball, if deemed a success then the lining may be made permanent along with the construction of an additional two pickleball courts at the Danube Seniors Centre.
- A-16. Construct two tennis courts at Henderson Park along with another two tennis courts at Dreamfields (or suitable alternative). At least one of these locations should be designed in a manner that allows it to be adapted for play by both tennis and pickleball should demand for the latter warrant it.
- A-17. Basketball courts should be constructed in adequate walking distance of newly developing residential areas in Bradford West Gwillimbury. At a minimum, this should include proceeding with planned courts at Henderson Park as well as providing one new basketball court in Bond Head that is situated onsite with a new community centre (if constructed) and/or within a future park developed north of 7th Line and/or east of County Road 27.

Skateboard Parks

A skateboard park is located at Centennial Park. While the facility is a permanent feature constructed with a concrete surface, it has a number of steel modular structures are moveable. The skateboard park is used for a variety of board and bike sports such as those on skateboards, bicycles, and scooters.

Key considerations for the skateboard park assessment include:

- At the youth workshop, a desire was expressed for the Lions Park skatepark to be updated to a more modern level of quality with a greater range of interesting and challenging features. Participants at one of the stakeholder workshops expressed concern at the location of this skateboard park and would like to see it more centrally located. Public survey respondents reported 6% participation in skateboarding over the past twelve months. Both participation in skateboarding and support for additional investment in skateboard parks placed outside of the top fifteen in the survey.
- Recognizing that skateboard parks primarily serve youth populations, a service level target of one skateboard park for every 5,000 youth between the ages of 10 and 19 is typically used. BWG's skateboard achieves this metric under the assumption that the 2011 Census age structure remains consistent with the current population estimate.

In maintaining a service level of 1 skateboard park per 5,000 youth per best practice and continuing to apply the 2011 Census age structure to the estimated 2026 population, the existing skateboard park should be sufficient to meet needs over the next ten years. With the Town slated to undertake a site-specific master plan for the Centennial Park and the Bradford & District Community Centre, opportunity exists to redesign and/or relocate the skatepark to be congruent with the vision to be established there. For example, if that site-specific master plan envisions a greater level of urban design aesthetic, a redesigned skateboard park that employs a more visual character may be optimal for the park as a whole.

Recognizing that future residential developments in Bond Head can also be expected to attract families with children and youth, a more moderately scaled skateboard park (i.e. smaller in size compared to a Bradford skatepark) is recommended to ensure children and youth have access since their ability to travel beyond the Bond Head boundary is more restricted. Optimally a skateboard park in Bond Head would form part of a site chosen for a new community centre (per Recommendation #47) to reinforce the site as a multi-generational hub where a staffing presence also exists to provide a degree of supervision to a skatepark as necessary. Bud Brown Park is an alternative option to consider since it is highly visible and the existing basketball court would complement a skatepark as a hub for positive youth activity (though noise impacts on adjacent land uses would need to be studied prior to choosing this park as the selected site).

Recommendations

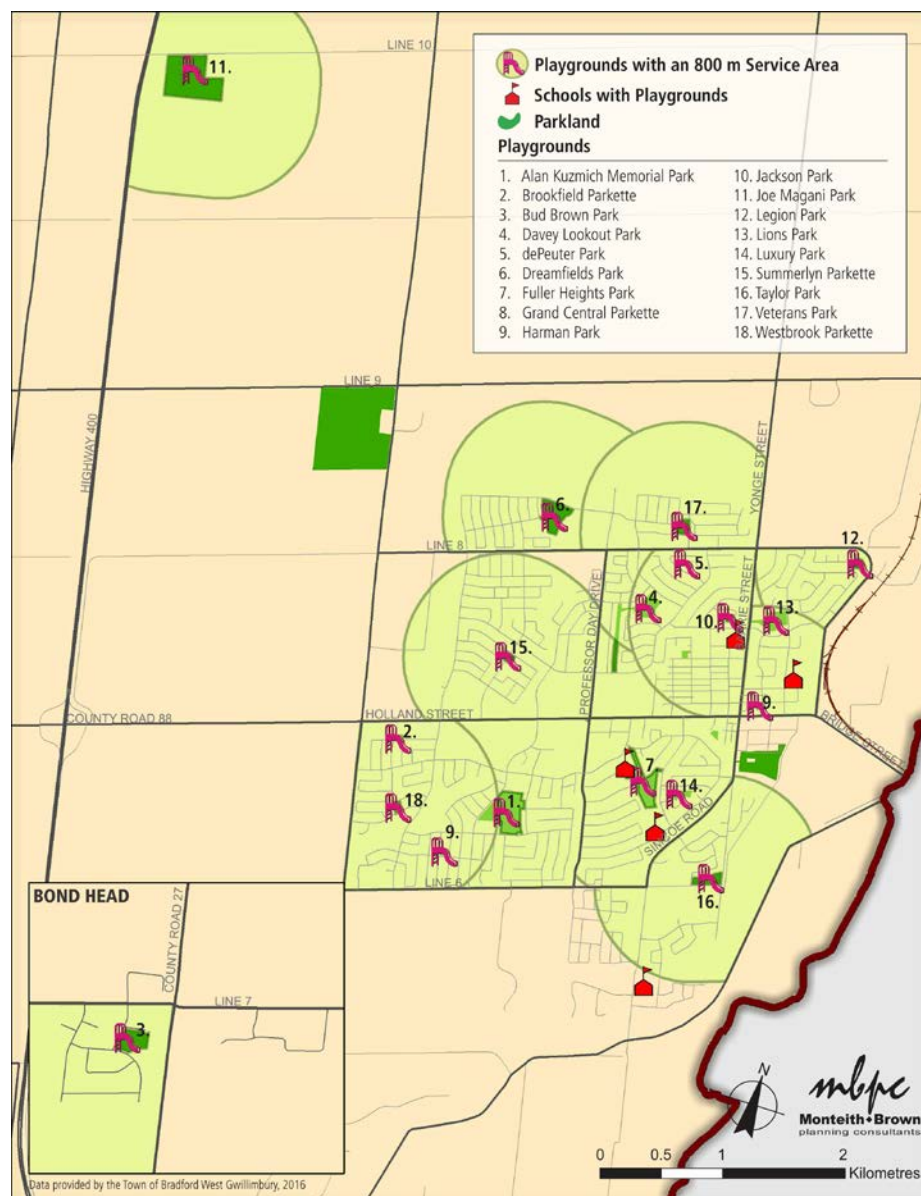
- A-18. Redesign the Centennial Park skateboard park through a future site-specific master plan as presently envisioned by the Town of Bradford West Gwillimbury for that park and community centre site. Redesign of the skateboard park should involve local youth and representatives from the board and bike sport community.
- A-19. Construct a smaller-scale skateboard park in the Bond Head settlement area in a highly visible location, potentially in tandem with a new community centre development should it be pursued pending the outcomes of Recommendation #47/A-9.

Playgrounds

BWG provides playgrounds at 18 locations, with most parks containing play equipment. The Town’s playground structures vary in size and type with junior and senior level elements, offering users a creative play experiences at each location. Bolstering the Town’s supply are a number of playgrounds located at various school sites across BWG.

Key considerations for the playground assessments include:

- More than half of the public survey respondents visited a playground in the past year, making it the second most popular recreation pursuit surveyed. Playgrounds also received the second highest level of support for additional investments with 81% in favour versus 6% 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.
- Playgrounds should be located within a 10 minute walk (800 metres) of residential areas within settlement areas where users do not have to cross major barriers such as arterial roads, railways, and bodies of water.



Application of an 800 metre service area around each playground reveals that the Town has an excellent distribution in the built up areas of Bradford and Bond Head settlements. Attention should be focused on ensuring that newly developing residential areas in these communities have access to playgrounds within the aforementioned service radius, something that can likely be achieved through parkland received through dedication as these lands develop.

Joe Magani Park is the only park located outside of the primary settlement areas and is thus the only rural playground location and largely would serve the northern areas of the Town. It is recommended that at the time of renewal of the playground apparatus here, the Town enlarge the playground set to include both junior and senior play equipment so that isolated rural communities in the north have access to a high quality play set without having to travel into Bond Head or Bradford. Along with the Joe Magani Park playground, rural residents rely on the two rural school playground at Honourable Earl Rowe Public School and Sir William Osler Public School although these are only available for general public use after school hours and over the summer holidays.

Recommendations

A-20. 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). BWG could consider park features of a more “natural” design to promote increased access to nature and the natural environment while opportunities for playgrounds in the Town’s rural areas should be evaluated in tandem with any future park developments that may arise in the future.

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 Master Plan 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, cricket pitches, fields for Ultimate Frisbee or Frisbee Golf, outdoor skating rinks, 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/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.

Recommendations

A-21. Requests for facilities presently not part of the Town of Bradford West Gwillimbury's core parks and recreation service mandate should be evaluated on a case-by-case basis, after first considering the municipality's role in providing the service in relation to quantified market demand and cost-effectiveness of such services, while also identifying potential strategies to address long-term need for such requests should a sufficient level of demand be expressed.

Appendix B

Summary of Consultations

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Community engagement is integral to the creation of a comprehensive and responsive Leisure Services Master Plan. The engagement strategy utilized for this Plan sought to provide multiple touch points with different residents and sectors to provide a multi-faceted perspective of facility and service usage, as well as existing and future needs. Primary data was collected from BWG residents, local stakeholder groups, Town Council, and Town Staff. The engagement tools used in this Plan include:

- Community Awareness Campaign
- Master Plan Launch Event
- Online Community Survey
- Stakeholder Group Survey
- Stakeholder Workshops
- Town Staff Roundtables
- Town Council and Key Opinion Leader Interviews
- Public Meeting (to be held at a later date to test the draft Master Plan)

The feedback collected throughout this process provided valuable insight into the Town's strengths and assets, as well as needs and opportunities to continue improving both the quality of parks and recreation facilities and services and access to these. The following sections summarize findings from each community engagement opportunity used to date and will be considered in for subsequent analyses to be completed in the development of the Master Plan.

Advertising and Promotion

The multi-pronged consultation process was advertised through a variety of means including on social media, through the local newspaper, email blasts, through stakeholder groups and schools, and word of mouth. These efforts helped spread awareness of the Leisure Services Master Plan process and opportunities to participate. Interested residents have been encouraged to remain informed about the Leisure Services Master Plan online at www.townofbwg.com/LSMP and to send comments and questions to an e-mail address specifically created for the project at LSMP@townofbwg.com.

Public Visioning Session

On June 8, 2016, a Master Plan Launch Event was held at the BWG Leisure Centre to gather public input on community experiences, needs, and ideas related to the Town's parks and recreation facilities and programs. This event included a presentation on the Leisure Services Master Plan process and an opportunity for residents to voice ideas and concerns they may have regarding the Town's recreation and park facilities, programs, and services. The eight people in attendance were asked questions about the best things and

ways to improve BWG's parks and recreation facilities and programs, as well as their priorities over the next ten years.

The following themes and topics were raised during this session:

BWG Leisure Centre: Attendees praised the BWG Leisure Centre and noted that it was well used even during daytime hours.

Accessibility: Attendees expressed hope that the Master Plan would influence accessibility considerations in future facility design as many Town facilities were not universally accessible.

Transportation: Difficulty in getting to facilities or parks was raised as many areas only have infrequent bus service. This created barriers for those with disabilities and those without personal vehicles.

Desired facilities: Attendees identified a number of facilities they would like to see in the Town, including: an outdoor pool, an additional arena, and an outdoor rink. Participants also said they would like to see pickleball lines painted on outdoor tennis courts and summer usage of arena floors.

Health and safety: Attendees noted that the AEDs at the BWG Leisure Centre were located in areas where skates must be off or are difficult to get to from the ice surfaces. It was suggested that the Town move the AEDs closer to the rink in case of emergencies.

Parking: It was remarked that there was a lack of parking around soccer fields. The Town is hoping to spread awareness of opportunities to park in school lots to alleviate these pressures.

Aquatic facilities: Attendees noted that aquatic programming was approaching capacity.

Cost: Concern was raised over the cost of fitness memberships compared to private facilities.

Stakeholder Workshops

Workshops with a variety of stakeholders were held on June 14th, 2016 at the BWG Leisure Centre. Participating groups include:

- Active Transportation/Recreation Committee
- Arts & Culture Advisory Committee
- Bond Head and District Lions Club
- Bradford & District Skating Club
- Bradford Baptist Church
- Bradford Curling Club
- Bradford Lions Club
- Bradford Minor Hockey
- Bradford Minor Softball
- Bradford Soccer Club
- Bradford Sports Dome
- Bradford Toastmasters
- Bradford Writers' Circle
- BWG Community Initiatives
- BWGGS
- Catholic Women's League
- Central York Girls Hockey Association
- Downtown Revitalization Committee
- Glide Skating Academy
- Heritage Committee
- Marsh Mash
- RCL Branch 521
- Scouts Canada
- Simcoe Muskoka District Health Unit
- South Simcoe Basketball Club
- St. Angela Merici Catholic School

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

The Best Things about BWG Leisure Facilities and Services

Participants reported a positive experience working with the leisure services staff and commended staff for their support of local events such as Marsh Mash. Open dialogue between staff and stakeholder groups was viewed as important in how programs and facilities are run. Participants highlighted the BWG Leisure Centre and Henderson Park as key facilities that they enjoyed using.

In addition to their experiences using BWG parks and recreation facilities, participants were supportive of the Leisure Services Master Plan process and were looking forward to continued engagement opportunities.

Requested Leisure Facilities or Services

A number of gaps in facilities or services were identified by participants during the Stakeholder Workshops. Themes that were raised focused on arts and culture, improvements to parks and recreation facilities, opportunities for sports tourism and tournaments, spaces for youth and seniors, and access. A detailed overview of themes is provided below.

Arts opportunities: A lack of space for arts and cultural events was raised and a suggestion made to create a multi-disciplinary arts space that serves both the performing and visual arts communities. Participants also discussed the need for a banquet hall that could serve both sports and arts groups, as well as an outdoor event space/pavilion for summer months.

Sports fields: Suggestions were made to improve outdoor sports opportunities including creation of a sports field complex with an artificial turf field and improved lighting for sports fields and park areas. This would also support the capacity of schools to host tournaments and allow men's soccer groups to access more play time. Maintenance and renewal of sports fields was also highlighted as a priority.

Sports tourism: Participants described a lack of supporting amenities such as hotels as a barrier to promoting sports tourism and tournaments in the Town.

Park improvements: Participants reported that improvements were needed at various parks. Lighting was an issue across parks and sports fields. Bud Brown Park was highlighted as needing particular investment while sports fields, community gardens, and concession stands were requested at Henderson Park.

Repurposing older facilities: A suggestion was raised to repurpose old community centres into gymnasiums or other multi-use spaces.

Rehabilitating the canal: Participants felt that the Holland Marsh canal was a valuable asset for paddling and water-related sports and suggested rehabilitating the waterway in partnership with King Township.

Seniors' programming: Participants reported that they would like to see more spaces and activities for seniors, such as a book club, movie night, and other social events at the Library. They would also like to see accessibility prioritized; for example, with accessibility upgrades at Bond Head Community Hall.

Safer youth opportunities: Participants raised the need for more youth-centred services and facilities in general. The remote location of the skateboard park was a concern and participants felt that it may benefit from a more centralized location. The need for more structured programming was also reported with suggestions given for a skateboarding instructor at the skateboard park and basketball programming at the Leisure Centre gymnasium.

Distribution of facilities: The need for more facilities, trails, and parks on the east side of Town was raised. Participants felt that newer areas in BWG had more amenities. A suggestion was made to reassess zoning in the older parts of Town to allow creative reuse of spaces.

Transportation: Several participants raised the issue of alternative transportation options for those without cars, particularly youth and seniors, who are prevented from accessing distant facilities.

Other issues that arose included: reintroducing the use of a welcome wagon and addressing acoustics in the BWG Leisure Centre meeting room.

Trends or Factors Influencing BWG Leisure Facilities and Services

The workshop discussions identified a number of trends and factors that may shape the provision of parks and recreation facilities, programs, and services. Broader trends are described first, followed by a summary of factors specific to BWG.

Impacts on health: Participants felt that the Leisure Services Master Plan should look at health impacts beyond physical activity such as addressing increasing poverty, difficulty in accessing food, and a need to focus on skill development such as growing and cooking food. A suggestion was made to build on already available community resources.

Nature and naturalized play: As described in the trends section of this Report, there is an increasing focus on the need for youth to have regular access to nature and naturalized play environments. Participants were cognizant of this and the need for green space.

Local food and gardening: Participants also saw an increase in demand for community gardens and interest in local food production. These activities provide outdoor, light physical activity, help building community, and offer opportunities for all ages.

Partnerships and sponsorship for funding facilities and amenities: In considering the possibility of adding new facilities, participants raised the need to examine partnership and sponsorship opportunities for funding.

Opportunities for youth: Participants highlighted the need for youth to stay active and engaged in the community and suggested the formation of a youth advisory committee. Participants felt that opportunities for young adults (18-30) were also limited.

Diversifying population: As the Town grows and becomes more culturally diverse, it will be increasingly important to ensure that awareness programs about recreational opportunities target new residents and that the different recreational needs of this population are served.

In addition to broader trends, participants identified a number of factors that were specific to BWG:

- Increasing difficulty finding coaches and volunteers;
- Need for bike paths of varying degrees of difficulty;
- Concern over supervision at the skateboard park;
- Lack of ice time as learn-to-skate programs grow;
- Lack of diamond time for growing youth minor ball; and
- Curling club would like to work with schools to expose more kids to the sport.

Main Priorities

Participants identified a wide range of priorities including:

- Better communication between the Town and stakeholder groups;
- Keeping community social services downtown;
- Increasing the number of community gardens and integrating fruit trees in parks;
- Ensuring that Bond Head is not neglected as part of the process;
- Promoting access and inclusion regardless of age, gender, income, or other factors;
- Creating opportunities for seniors;
- Artificial turf sports complex;
- Access to green space;
- Better maintenance and enhancement of facilities; and
- Conversion of the old community centre to a youth centre or gymnasium.

Youth Engagement

To engage young users of parks and recreation facilities, the consultation process invited youth to attend a workshop focused on issues that were important to them. The following questions were asked at the workshop as well as distributed through a flyer to local schools:

1. Describe your ideal indoor youth space.
2. Describe your ideal park or outdoor space.
3. What types of recreational programs are you or would you be interested in?
4. Do you consider Town facilities and staff to be welcoming to you?
5. How do you prefer to receive information about recreational facilities and programs?

Despite the best efforts of the Town to encourage youth to attend (including communication with schools, outreach to part-time and camp staff, social media, etc.), only three youth participated in the youth

workshops. The teens who participated provided valuable insight into the challenges facing young athletes. All three youth indicated that they found a lack of opportunities or space to participate in competitive sports within BWG. One participant reported that they had to travel to a neighbouring municipality to participate in competitive hardball, while another felt that it was difficult to book gymnasium space at school for basketball. A participant described Toronto's HoopDome, a converted military hangar, as an ideal basketball facility. In addition to offering four regulation-size basketball courts and three smaller half courts, HoopDome also includes hangout space for youth and opportunities for informal play. In terms of how welcoming staff are to youth, participants reported that they enjoy it when staff are helpful and knowledgeable about the sports they were interested in. In addition to desiring more opportunities for competitive sports, workshop participants described Lion's Park as a great place to go out with friends and meeting new people. Participants also expressed a desire for an update to the skate park.

In terms of learning about new recreational opportunities, participants reported that the best way to reach them was through pamphlets, information distributed at school, or social media posts on Instagram and Snapchat, among other platforms.

Online Community Survey

An Online Community Survey was shared with BWG residents from May 30, 2016 to June 30, 2016. This survey collected information about:

- Resident participation in recreational activities;
- Physical activity across age groups;
- Barriers to participation;
- Satisfaction with facilities;
- Desired facilities or programs;
- Opinions about different aspects of leisure provision; and
- Opinions on future recreational spending.

This section summarizes the key findings and excludes 'Don't Know' and 'No Responses'. Please note that while this survey provides an important snapshot into parks and recreation facilities and services in BWG, due to its non-random format, **results are not statistically significant nor should they be construed as being representative of the opinions of all residents.** As with other consultation tools, survey findings should not be considered in isolation but instead factored within the context of other input and assessment methodologies.

Response Summary & Demographics

Overall, 371 surveys were completed; however, not everyone responded to all the questions. 97% of respondents reported that they were residents of the Town of BWG. 92% of these respondents lived in Bradford, indicating that this survey primarily represents the views of those living in the more urban area of BWG. The 2011 Census reported that the population centre of Bradford represented 80% of the total population of BWG. The majority of respondents learned about the survey through the Town of BWG’s social media pages, as well as the Town website, through their leisure/sports groups, and email blasts.

59% of respondents to the Online Community Survey found out about the survey through the Town’s social media pages indicating that Facebook and other websites are a good way to communicate with residents. An additional 14% learned about the survey through their leisure or sports group and 13% learned about it through the Town’s website.

The median age of survey respondents was 40 years, older by three years compared to the Census median age. That said, survey respondents were more likely to have young children and less likely to have seniors in their household relative to the Town of BWG in general. Therefore, the results should be read recognizing an under-represented demographic being older adults/seniors.

Participation in Leisure Activities

Figure 4 summarizes the most popular leisure activities undertaken by respondents over the past 12 months, with the larger text corresponding to the frequency of mentioned activities. Respondents have a preference for unstructured and self-scheduled activities, which aligns with broader participation trends. Walking or hiking for leisure was the most popular activity reported. Recreational swimming, playing on the playground, using fitness facilities, using splash pads, and swim programs were also highly popular activities.

Table 3: Household Age Distribution

Age category	Survey Sample	2011 Census
Under 10 years	22%	13%
10-19 years	16%	14%
20-34 years	18%	20%
35-54 years	34%	32%
55-69 years	8%	15%
70 and over	1%	7%
Total	100%	100%

Figure 4: Participation in Leisure Activities

n=371



67% of households with children reported that their children received less than 60 minutes of moderate to vigorous activity per day, with 48% reported that they received 30 to 60 minutes of moderate to vigorous activity per day. Only a third of households with children reported that their children received more than 60 minutes of moderate to vigorous activity each day, the minimum amount recommended by the Canadian Society for Exercise Physiology (Figure 5). Adults are recommended to achieve at least 150 minutes of moderate to vigorous activity per week. However, only 28% of respondents reported that adults in their household receive this much exercise on a weekly basis (Figure 6).

44% or 255 respondents reported that they were unable to participate in leisure activities as often as they would like, primarily due to lack of personal time or inconvenient program times (Figure 7).

Geography of Use

74% of respondents reported that they primarily participate in leisure activities in public parks or facilities within the Town and 36% reported that they undertake activities at home. However, almost half of respondents also indicated that they use non-municipal facilities and parks such as those in other municipalities (19%), conservation areas (13%), or private facilities (14%). In addition to the listed options, several respondents reported that they use local roads, sidewalks, and their neighbourhoods for leisure activities.

Figure 5: Child Physical Activity per Day

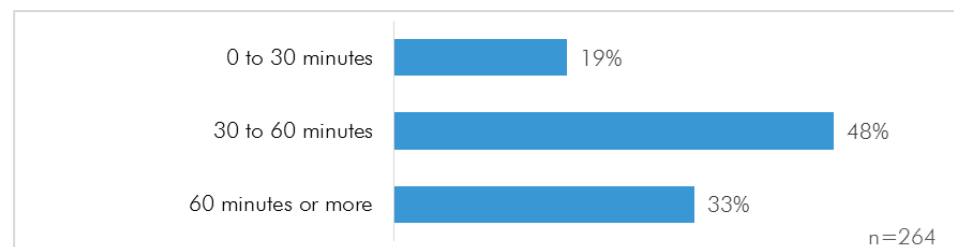


Figure 6: Adult Activity per Week

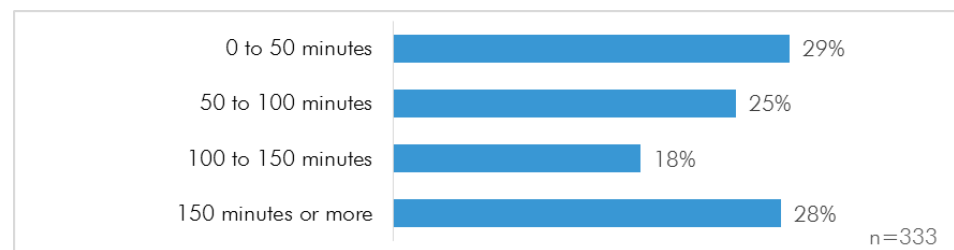
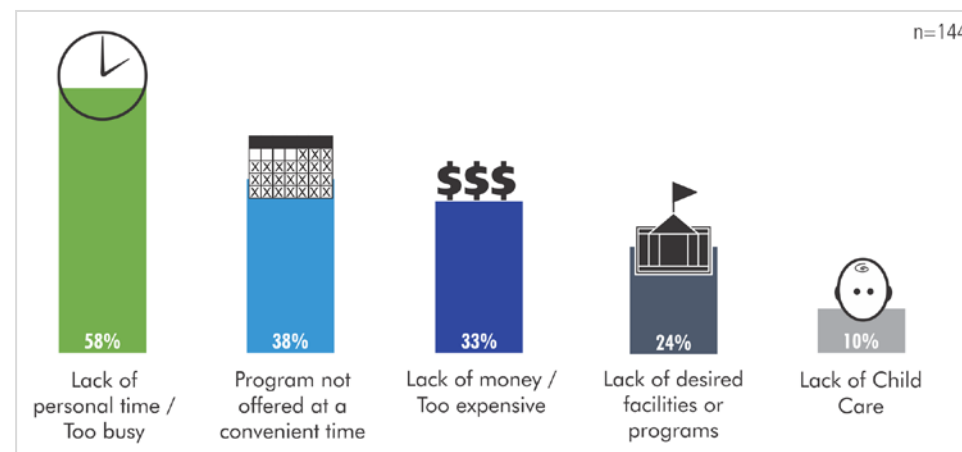


Figure 7: Barriers to Participation



Though most respondents primarily use BWG facilities and parks for their leisure pursuits, only 16% of respondents reported that all of their household's leisure needs are met within the Town. The table below provides a summary of how much of respondents' leisure needs are met within the Town.

While this indicates that many respondents utilize programs and facilities in BWG, it is also indicative of the Town's proximity to other municipalities such as Newmarket, Innisfil, Barrie, and parts of the Greater Toronto Area.

The survey asked respondents to reflect on how satisfied they were with the geographic distribution of facilities and programs. 62% of respondents reported that their household was satisfied with the geographic distribution of leisure facilities in the Town and 59% were satisfied with the geographic distribution of leisure activities and programs. This indicates that while respondents are generally satisfied, there is room to improve access for those in different areas of the Town. Figure 9 summarizes the top five reasons for why households use facilities and parks outside of the Town of BWG:

200 respondents reported activities that they participated in outside of BWG. The top five most popular were swimming, hockey, cycling, baseball, and softball. Table 5 summarizes the top activities along with the locations where BWG residents are travelling to.

Table 4: Leisure Needs Met in BWG

Response	%
All (100%)	16%
Most (67-99%)	40%
About Half (34-66%)	27%
Some (1-33%)	14%
None (0%)	3%
Total	100%

*n=332

Figure 8: Location of Leisure Activities

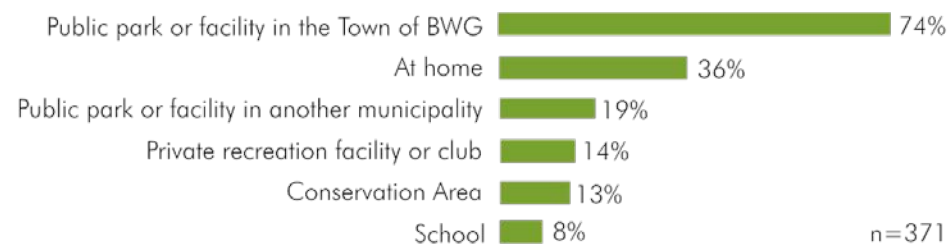


Figure 9: Top Five Reasons for Using Non-BWG Facilities

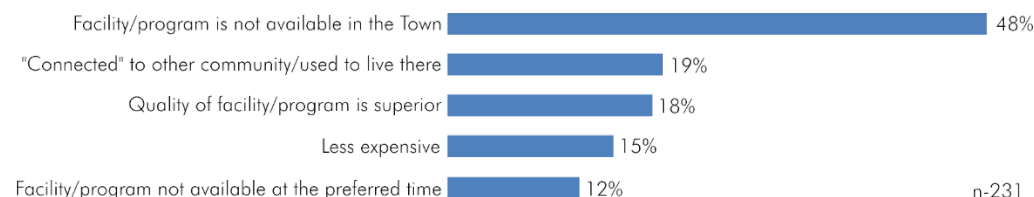


Table 5: Activities Outside of BWG

Activity	#	Locations
Swimming	29	Aurora, Barrie, Toronto, Innisfil, Hawkestone, Newmarket, Richmond Hill, Saugeen Shores, Tiny Township, Barrie, and multiple locations
Hockey	23	Aurora, Alliston, Barrie, King Township, Newmarket, Richmond Hill, Schomberg, Toronto, Vaughan, Markham, and multiple locations
Cycling	20	Fergus, Florida, Barrie, Caledon, Newmarket, Saugeen Shores, York Region, Tottenham, Toronto, Niagara, Barrie, and multiple locations
Baseball	18	Newmarket, York Region, Queensville, Richmond Hill, Newmarket, Aurora, Toronto, and multiple locations
Softball	18	Aurora, Barrie, Brampton, East Gwillimbury, Innisfil, King Township, Markham, Mississauga, Newmarket, Richmond, Stouffville, Stroud, Tottenham, and multiple locations
Walking	18	Barrie, Brampton, Florida, Holland Landing, Holland Marsh, Newmarket, Toronto, and multiple locations
Soccer	14	Aurora, Innisfil, Mount Albert, Newmarket, Saugeen Shores, Thornton, Vaughan, Wasaga Beach, and Woodbridge
Hiking	10	Algonquin, Collingwood, Muskoka, Newmarket, and multiple locations
Gym	9	Holland Landing, East Gwillimbury, Guelph, Innisfil, Newmarket, Richmond Hill, and Vaughan
Multiple	9	Alliston, Barrie, Collingwood, Holland Marsh, Newmarket Simcoe, Vaughan, Wasaga Beach

BWG residents are able to access many parks and facilities in nearby municipalities and benefit from their proximity to the Greater Toronto Area. In particular, residents are using trails and paths in other municipalities for cycling, walking, hiking, and running. Tournament play and events may also contribute to use of facilities and activities outside of BWG.

Priorities and Preferences

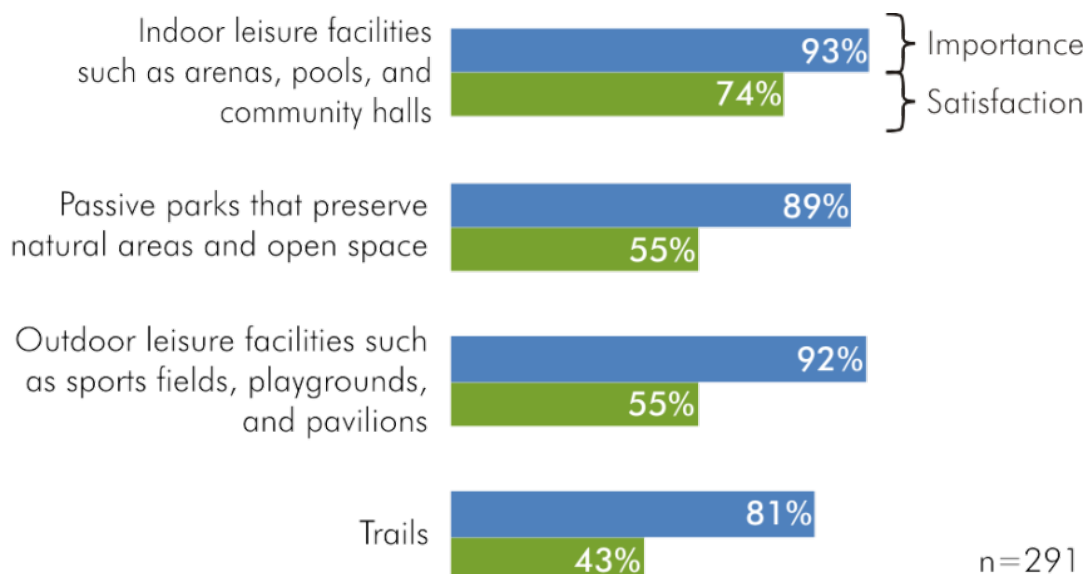
The Online Community Survey asked respondents a variety of questions on their preferences and priorities regarding parks and recreation facilities. This section summarizes these responses.

Figure 10: Responses to Various Statements



Respondents were asked to rate how important a variety of recreational opportunities were to them and how satisfied they were with these opportunities in BWG, as summarized Figure 11.

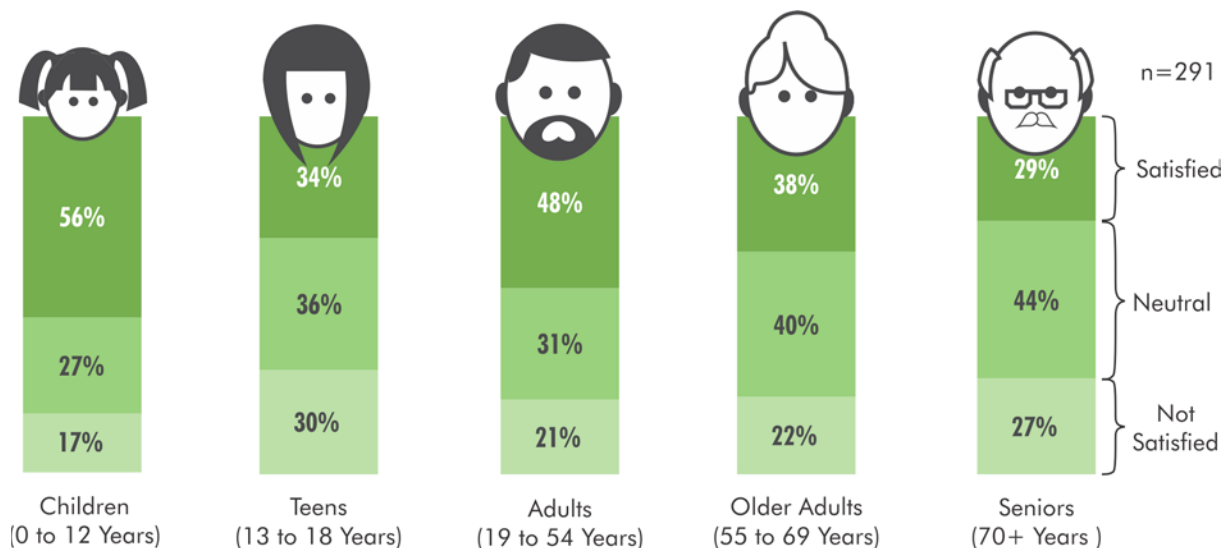
Figure 11: Importance & Satisfaction of Various Facility Types



Over 80% of all respondents indicated that recreational opportunities were important or very important to them. However, satisfaction levels were much lower suggesting facilities were not fully meeting needs or expectations. Respondents were most satisfied with indoor leisure facilities with 74% reporting they were satisfied or very satisfied. However, outdoor leisure facilities, passive parks, and trails received considerable lower satisfaction ratings. Only 43% of respondents were satisfied with trails. This corresponds to survey feedback that indicates that BWG residents are going outside of the Town to access trails for a variety of activities.

Respondents were also asked to rate their satisfaction for leisure opportunities for different age groups. Figure 12 summarizes these responses:

Figure 12: Satisfaction - Opportunities for Different Age Groups



Generally, less than half of respondents were satisfied with leisure opportunities for different age groups. Opportunities for children were rated highest (56%) while opportunities for seniors were rated lowest (29%). Furthermore, when asked about opportunities for children and families to be active outdoors in BWG, only 60% felt that opportunities were adequate. Frequent comments throughout the survey indicated support for more sports programming for girls, particularly in regards to hockey, soccer, rugby, and baseball.

The survey also asked for respondents to reflect on opportunities for families from low income backgrounds and persons with disabilities. Only 45% of respondents felt that families from low income background and persons with disabilities are encouraged and included in sport and recreational opportunities in BWG.

51% of respondents reported that there were leisure facilities and activities that they would like to see offered in the Town that are not currently available. Below is a summary of the most popular activities or facilities

that residents would like to see in the Town (note that some services are already available; thus it can be inferred that respondents to this question are requesting more or are unaware of existing opportunities):

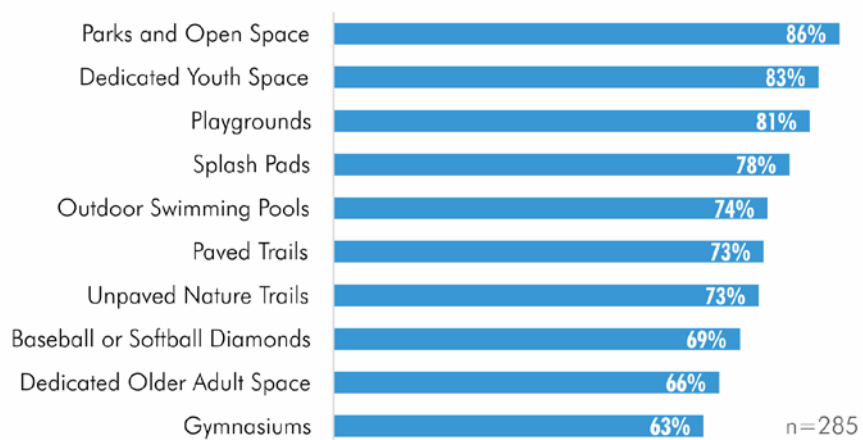
- Baseball
- Outdoor pool
- Ball diamonds
- Swim team
- Tennis
- Trails
- Soccer
- Basketball
- Bike lanes
- Biking trails
- BMX track
- Hockey
- Lacrosse
- Off-leash area
- Parks with amenities
- Toddler programs

49% of respondents reported that the Town should provide the activities suggested above. 44% reported that they believed that these activities should be provided using a combination of resources from the Town, community/volunteer organizations, and the private sector. 84% of respondents felt that volunteers are important in delivering sports, parks, and recreation in BWG.

When asked about facility usage and maintenance, 80% of respondents reported that Town leisure facilities are generally well maintained. 79% reported that community facilities with very low levels of usage should be considered for alternate uses.

Respondents were asked to rate how much they opposed or supported the Town spending additional public funds on a variety of leisure facilities. The top ten recreation facility types that respondents supported for additional spending are illustrated in Figure 13.

Figure 13: Support for Additional Spending



Respondents were generally supportive of additional spending on leisure facilities. More than 80% of respondents supported additional spending for parks and open spaces, dedicated youth spaces, and playgrounds. The least supported facilities were pickleball courts (which may represent the lower number of older adults/seniors responding to the survey and/or lack of awareness of this sport) and off-leash dog parks. In addition to facilities mentioned in the chart above, respondents also identified a wide range of additional facilities they were interested in (a full list can be found in Appendix). The most popular among these were an outdoor rink and an outdoor pool. 78% of respondents felt that leisure facilities and opportunities should be a high priority for Town Council.

Additional Comments

Respondents were given an opportunity to provide comments on any recreation-related issues that they felt were not captured by the survey. Topics ranged widely but a number of themes were frequently mentioned:

- **Ball diamonds:** Respondents expressed a need for additional ball diamonds and investment in existing ones due to high demand for baseball and softball.
- **Later scheduling of programs:** A number of respondents indicated that family and children's programming were concentrated during the day and that there were few evening options for working families.
- **Affordability:** The cost of programming, particularly for swimming at the BWG Leisure Centre, was frequently raised as a concern. Respondents indicated that they were travelling outside of the Town to access more affordable swim programs.
- **Invest in facilities:** Many respondents felt that investment in a variety of facilities was important to improve leisure opportunities in the Town. Chief among these were: parks and park amenities, older facilities such as the Old Arena, and facilities in the older parts of BWG and Bond Head.
- **Outdoor pool:** A number of respondents expressed disappointment in the closing of the older outdoor pool and a desire for investment in a new one.

Stakeholder Group Survey

To capture the experiences and needs of stakeholder groups who use BWG facilities, a survey was designed with these groups in mind and sent to groups that use BWG facilities in June 2016. The survey was available until July 4, 2016. 29 completed surveys were received from the following groups.

Ball Sports

1. Acray
2. Bradford and District Minor Softball Association
3. Bradford Mixed Three Pitch League
4. Bradford Sluggers

Outdoor Sports & Activities

5. 1st Bradford Scout Group
6. Nottawasaga Valley Conservation Authority
7. Annual Marsh Mash Canoe and Kayak Race

Ice Sports

8. Andre Da Silva Hockey
9. Bradford and District Skating Club
10. Bradford Curling Club
11. Bradford Jr. Elders
12. Bradford West Gwillimbury Minor Hockey
13. Central York Girls Hockey Association
14. Glide Skating Academy
15. Walton Hockey

Other

16. South Simcoe Basketball Club

Field Sports

17. Bradford District Soccer Club
18. Bradford Soccer Club
19. Bradford Sports Dome

Non-Sport Groups

20. Bradford Toastmasters
21. Bradford Baptist Church
22. Bradford Board of Trade
23. Bradford Immigrant & Community Services
24. BWG Writer's Circle
25. Holland Marsh Christian Reformed Church
26. Holy Trinity Catholic High School
27. Simcoe Muskoka Family Connections
28. St. Angela Merici Catholic School
29. St. Jean de Brebeuf Catholic School

This survey collected information from each organization or group regarding the services they provided, the size of their membership, the facilities they used, barriers they faced, and what they needed to continue serving their members. A summary for each group is provided in Appendix B. The following themes are common threads that emerged from multiple groups.

1. **Population growth:** Many groups are expecting their membership to increase over the next three to five years due to the growth of BWG and an influx of families. This is a positive development for many groups who are beginning new programs or expanding existing ones. However, many

expressed concern at their ability to expand their membership due to a lack of additional space in Town facilities and current facility allocation policies.

2. **Baseball diamonds:** Baseball groups consistently expressed the need for additional baseball diamonds. Issues raised included dissatisfaction with the allocation policy, a lack of adequate field time, and problems with the maintenance of fields.
3. **Repurposing facilities:** Several groups made note of the potential for renovating or repurposing facilities such as the old arena/community centre as a way to meet the needs of existing groups.

Town Staff Roundtables

To ensure that Town Staff were engaged in the preparation of the Master Plan, two roundtable discussions were held on June 13th, 2016 to understand the state of BWG's leisure system from their perspective. The roundtables were attended by 16 staff members, representing a broad cross section of the Leisure Services Department including facility operators, coordinators, programmers, supervisors, and customer service representatives. A discussion on community strengths and challenges was conducted to identify what the Town does well and where improvement areas lie, which are described below:

BWG Strengths

Town staff who were in attendance identified several areas of strength and were particularly proud of the strong partnerships made with several key stakeholders, which have been responsible for delivering and facilitating a number of programs and services. Notable partners included the Southlake Hospital, Ontario Lung Association, YMCA of Simcoe/Muskoka, Canadian Tire, private businesses and services, and more. The Town's strong volunteer system was described as a key strength as the Town relies on the goodwill of volunteers for a number of special events and programs. Town Staff were also identified as a strong point as they felt that BWG employees take ownership of their work, and the facilities, programs, and services that they provide. Building upon this, Town Staff were proud of the quality of the leisure facilities and the programs available.

Overcoming Challenges

Staffing was the main theme emerging from the discussion on Town challenges. Participants expressed that there was a need to develop a staffing plan and staffing standards to outline the roles and responsibilities for team members to maximize efficiencies. Staff felt that the addition of a recreation coordinator would also assist with enhancing municipal programs. Staff were also concerned with facility rentals due to strong competition for prime time space, suggesting that there may be a need for additional recreation facilities

such as arenas, and fitness and program spaces. Staff also discussed the need to educate the public on various issues such as refraining from dumping waste in Town parks, as well as the location and purpose of naturalized lands, among other issues.

FRC Audit Review

The Framework for Recreation in Canada (FRC) was introduced to staff and they were asked to review an FRC's audit tool and identify what stage (e.g., not yet implemented to fully implemented/mature state) the Town was at in terms of completing various goals and actions contained in the tool. Once a review of the audit tool was completed, Staff were then asked to come to a consensus on their priorities for each goal area. The results of this audit are not presented, however, the findings were considered in the preparation of the Master Plan to ensure that the Town's Leisure Services Department continues to function as a high performing municipal department.

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 June 2016 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 that are reflective of themes seen throughout this Phase 1 report, including:

- **East versus west:** Picking up on a common theme that emerged throughout the consultation process, key informants articulated a need to balance the distribution and quality of leisure facilities across different areas of the Town.
- **Diversity:** BWG is diversifying with new developments attracting a variety of new residents. Key informants raised the issue of meeting their needs and being open to offering new and different types of programming.
- **Raising expectations:** In addition to greater diversity among residents, key informants also noted that many were coming from within the GTA where they have been exposed to a variety of high quality facilities and arrive with expectations of similar opportunities in BWG.

- **Marketing:** Key informants noted that the Town's leisure services presented an opportunity for BWG to promote itself as an attractive place to live. The need for a marketing plan to help create awareness and promote the Town was also raised.
- **Sports tourism:** Key informants discussed the barriers to sports tourism in the Town and the lack of capacity to host large tournaments. This was primarily due to lack of supporting infrastructure such as hotels.
- **Age-friendly and accessible spaces:** Key informants were well aware of the Town's aging population trend as well as accessibility barriers in older facilities. They cited age-friendly and accessible spaces as a priority for the Town in future leisure development.
- **Cultural mapping:** Discussions on cultural opportunities in the Town suggested the desire for cultural mapping to understand what opportunities exist, where they are located, and how the Town can support and facilitate arts and culture in the community.
- **Library:** The library's spaces and services were cited as an asset to the Town. However, key informants felt that there could be better integration between the library and Leisure Services. For example, the library offers free programming that is similar to some paid programs offered by Leisure Services. Praise was also given to the Bradford Library and Cultural Centre's flexible spaces that provided opportunities for many types of programs.

Appendix C

Key Demographic Inputs

Population Growth	122
Aging Population	122
Education, Income and Occupation	122
Mode of Transportation	123
Cultural Diversity	124

Population Growth

The Town estimates the 2016 population to be 35,781, based on projections from the Development Charges Background Study. BWG has experienced population growth for decades and this growth is accelerating. Between 1996 and 2011, the Town grew by 14.8%. From 2011 to 2016, the Town grew by an additional 23%. Over the next 15 years, the Town is projected to grow an additional 41%, to 50,500 residents. The table below provides a breakdown of the growth over these periods.

The County of Simcoe is currently reviewing and updating the Simcoe County Land Budget. In December 2015, updated population growth forecasts were published for County municipalities, including BWG. The Town is also currently undergoing an Official Plan Update which will include detailed population forecasts for various BWG communities. These forecasts will provide an additional level of detail in anticipating population growth in the final Leisure Services Master Plan.

Aging Population

BWG's median age is much younger than the Canadian and Simcoe County medians (37.2 versus 40.6 and 41.8, respectively). However, in line with national trends, BWG's growing population is aging. Between 2001 and 2011, age groups over 45 years grew significantly faster than younger age groups and the population between 5 and 14 years of age decreased by 4.4%. Over the same period, the population over the age of 45 grew by 68.3%.

The 2011 Census reported that Canadians over the age of 55 made up 28% of the population. This percentage is expected to continue increasing as baby boomers age. With longer life expectancies and better health than previous generations, the meaning of being a 'senior' is changing with many older adults eschewing this label and continuing to lead healthy, active lives well into retirement. High quality older adult programs and services are expected to be increasingly in demand, while children and youth will become a smaller portion of the population.

Education, Income and Occupation

Education, income, and occupation influence how much physical activity an individual may get in a day, their knowledge of health and wellness, as well as their access to a variety of physical activities. The FRC highlights increasing income disparity as one of trends impacting recreation provision. In 2005, 51% of two-parent households with children were spending \$579 a year on equipment alone, not including the cost of facility rentals, transportation, club memberships, and competition entry fees. Due to the costs associated

Table 6- Population Change 1996 to 2031

Year	Population*	ΔPrevious Period
1996	21,022	--
2001	23,117	10%
2006	25,001	8%
2011	29,200	17%
2016 (estimate)	35,781	23%
2024 (projection)	46,200	29%
2031 (projection)	50,500	9%

*1996 to 2001

Source: Town of Bradford West Gwillimbury 2016, Populations for Town of BWG, 2012-2031; figures include 4% census undercount.

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 (69%) and children in lower-income households (44%).⁷ Between 1995 and 2011, family after-tax income inequality rose by 40.9% with economic gains increasingly going to higher-income families.⁸

BWG has a slightly lower rate of educational attainment compared to Simcoe County and Ontario averages with 46% of the population attaining a postsecondary certificate, diploma, or degree, compared to 50% of Simcoe County and 55% of Ontario as a whole. However, BWG's median income, at \$83,205, is significantly higher than Simcoe County and Ontario, at \$67,468 and \$66,358, respectively. The percentage of residents who fall below the low-income measure is also lower at 8.4% compared to 11.3% and 13.9% (Simcoe County and Ontario, respectively). While education attainment is correlated with increased participation in physical activity, it is likely that BWG's higher median income reduces barriers to participation.

Labour force participation is also higher in BWG than Simcoe County and Ontario (73.1% versus 65.9% and 65.5%, respectively) and the unemployment rate is appreciably lower (7.2% versus 8.4% and 8.3%, respectively). BWG workers are also slightly more likely to be engaged in full-time work. The top three occupation categories in BWG are: sales and services (25.1%); trades, transport, and equipment operators (18%); and business, finance, and administration (14.8%). The high labour force participation rate may influence how much time individuals and households have to participate in leisure activities and it is likely that full-time workers face pressure to balance work, family, and leisure activities. The type of work residents are engaged with (e.g. office work versus physical labour) also plays a role in how much physical activity residents get overall.

Mode of Transportation

BWG residents are slightly more likely to drive to work than Simcoe County residents on average (2.4% more likely) and significantly more likely to drive than the Ontario average (14.7% more likely). Significantly fewer people travel by public transit, walking, or cycling, compared to the County and province. While we can infer that this means BWG residents are more likely to have vehicles and easy access to recreation facilities, it may

⁷ Clark, W. (2008). Canadian Social Trends: Kids' Sports. Retrieved May 17, 2016, from <http://www.statcan.gc.ca>

⁸ CPRA. (2015). A Framework for Recreation in Canada 2015: Pathways to Wellbeing. CPRA.

also indicate that infrastructure for walking, cycling, and taking public transit is underdeveloped. Those without a vehicle may be disadvantaged in accessing various facilities.

Cultural Diversity

In 2011, the National Household Survey found that one in five Canadians are immigrants and the majority prefer living in larger urban centres, such as the GTA, where they may have community ties. 21% of BWG's population was born outside of Canada, in line with Canadian trends. 86% of BWG's immigrant population arrived prior to 2000, indicating that the majority are established in the community and familiar with sports and activities offered in Canada. The majority of immigrants, 67%, are of European descent and 19% are of Asian descent. 22% of BWG residents identified a non-official language as their mother tongue; however, 87% of residents speak English at home. 10% of BWG residents identify as visible minorities and 1.5% identify as Aboriginal.

As BWG is expecting a large population increase over the next 15 years, 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.

Appendix D

Summary of Municipal Inventory

Parkland	126
Indoor Recreation Facilities	127
Outdoor Recreation Facilities	128

Parkland

Name	Area	Name	Area
Community Parks		Subtotal	32.2 hectares (79.5 acres)
Bud Brown Park	1.7 hectares	Henderson Park*	16.2 hectares
Centennial Park	4.5 hectares	Joe Magani Park**	9.7 hectares
Neighbourhood Parks		Subtotal	21.4 hectares (52.9 acres)
Davey Lookout	2.9 hectares	Lions park	2.3 hectares
Dreamfields Park	2.9 hectares	Luxury Park	1.2 hectares
Fuller Heights Park	5.7 hectares	Taylor Park	1.6 hectares
Kuzmich Park	4.0 hectares	Veteran's Park	0.7 hectares
Parkette		Subtotal	3.4 hectares (8.49 acres)
Bond Head Parkette	0.1 hectares	Legion Parkette	0.5 hectares
Brookfield Parkette	0.3 hectares	Rose Garden Parkette	0.2 hectares
DePeuter Parkette	0.3 hectares	Rotary Parkette	0.3 hectares
Grand Central Parkette	0.3 hectares	Summerlyn Parkette	0.4 hectares
Harman Parkette	0.1 hectares	Westbrook Parkette	0.6 hectares
Jackson Parkette	0.2 hectares		
Open Space		Subtotal	5.3 hectares (13.06 acres)
Fountain Gateway	3.5 hectares	Hydro Corridor	1.7 hectares
Fairport Marine	0.04 hectares		
Woodlot Area		Subtotal	4.2 hectares (10.3 acres)
Kuzmich Park Woodlot	2.5 hectares	Henderson Park Woodlot	1.7 hectares
		Total Parkland	66.5 hectares (164.25 acres)

* The 16.2 hectares shown for Henderson Park only includes the first phase portion (scheduled completion in 2018). The final park will ultimately encompass a total area of 39 hectares (97 acres).

** Joe Magani Park is presently 24 acres but has the capacity to grow to 60 acres.

Source: Town of Bradford West Gwillimbury Parks and Open Space Service Manual 2016

Indoor Recreation Facilities

Facility Type	Supply	Location(s)
Arena	3 (plus 1 dry pad)	BWG Leisure Centre Bob Fallis Sport Centre Bradford & District Memorial Community Centre (dry pad)
Gymnasium	1 (double)	BWG Leisure Centre
Multi-purpose space	14 (plus occupied rooms in St. Mary's Building)	Halls Bond Head Hall (2); Bradford & District Memorial Community Centre (1) Meeting rooms Bradford Library & Cultural Centre (2); Bradford Lions Park Building (2) Program Space Bradford Library & Cultural Centre (1); BWG Leisure Centre (1); Danube Seniors Centre (2) Multi-purpose room BWG Leisure Centre (2)
Indoor Aquatic Centres	1	BWG Leisure Centre (with 3 pool tanks)
Weight room	1	BWG Leisure Centre
Fitness centre	1	BWG Leisure Centre

Outdoor Recreation Facilities

Facility Type	Supply	Location(s)
Ball Diamonds	7	Regulation-size, lit (5) Centennial Park (2); Joe Magani (3) Junior, unlit (1) Lions Park (1) Scrub diamond (1) Luxury Park (1)
Basketball Courts	7	Bud Brown Park (2); Dreamfields Park (2); Kuzmich Park (2); Luxury Park (1)
Multi-Purpose Pads	2	Bud Brown Park (2)
Outdoor Ice Rink	1	Bud Brown Park (1)
Play grounds	20	Brookfield Parkette, Bud Brown Park, Davey Lookout, DePeuter Parkette, Dreamfields Park, Fuller Heights Park, Grand Central Parkette, Harman Parkette, Jackson Parkette, Joe Magani Park, Kuzmich Park, Legion Parkette, Lions Park, Luxury Park, Summerlyn Parkette, Taylor Park, Veteran's Park, Westbrook Park
Skateboard Park	1	Centennial Park
Soccer Pitches	14	Full-size (3) Centennial Park (1); Henderson Park (1); Joe Magani Park (1) Intermediate (4) Bud Brown Park (1); Dreamfields Park (2); Kuzmich Park (1) Mini (11) Centennial Park (4); Taylor Park (3)
Splash Pads	3	Dreamfields Park; Kuzmich Park; Lions Park
Tennis Courts	6	Centennial Park (2); Lions Park (4)