

The Corporation of the Municipality of Brockton



By-Law 2022-025

Being a By-Law to Adopt the Recreation Master Services and Facilities Plan for the Municipality of Brockton.

Whereas the *Municipal Act, 2001, S.O. 2001, c. 25, Section 5(1)*, as amended, provides that the powers of a municipal corporation are to be exercised by its council;

And Whereas the *Municipal Act, 2001, S.O. 2001, c. 25, Section 5(3)*, as amended, provides that a municipal power, including a municipality's capacity rights, powers and privileges under section 9; shall be exercised by By-Law;

And Whereas the Council of the Corporation of the Municipality of Brockton awarded a Request for Proposal for the development of a Recreation Master Services and Facilities Plan to thinc design (Tocher Heyblom Design Inc.) on November 29, 2022 as per Resolution 22-27-08;

And Whereas the Council of the Corporation of the Municipality of Brockton received a draft Recreation Master Services and Facilities Plan on January 31, 2023 as per Resolution 23-04-03;

And Whereas the Corporation of the Municipality of Brockton deems it desirable to adopt the final Recreation Master Services and Facilities Plan;

Now Therefore the Council of the Corporation of the Municipality of Brockton **Enacts as Follows:**

- 1.0 That the Corporation of the Municipality of Brockton Council hereby adopts the Recreation Master Services and Facilities Plan as contained in the attached Schedule "A" to this By-Law, and forming an integral part of this By-Law
- 2.0 That this By-Law shall come into effect upon final passage.
- 3.0 This By-Law may be cited as the "Adopt Recreation Master Services and Facilities Plan By-Law".

Read, Enacted, Signed and Sealed this 7th day of March, 2023.

Mayor – Chris Peabody

Director of Legislative and Legal Services (Clerk)
– Fiona Hamilton

Municipality of Brockton

Recreation Master Services and Facilities Plan

March 2023





Prepared by thinc design in association with Mehak, Kelly & Associates and Oraclepoll Research Ltd. for the Municipality of Brockton.

March 2023



Land Acknowledgment

We acknowledge that the Municipality of Brockton is located on the traditional territory of the Anishinabek Nation, the People of the Three Fires known as Ojibway, Ottawa and Potawatomi Nations. We further give thanks to the Chippewas of Saugeen and the Chippewas of Nawash, now known as Saugeen Ojibway Nation, as traditional keepers of this land. We also acknowledge the traditional harvesting territory of the Métis Nation of Ontario, Region 7 and the historic Saugeen Métis. This acknowledgement reminds us of our responsibilities to our relationships and the ancestral lands in which we live, and how we can each, in our own way, move forward in the spirit of reconciliation and collaboration.



Acknowledgments

We thank all community members who shared their ideas, aspirations and insights through public and stakeholder consultation.

In particular, we are appreciative of the following individuals who contributed their time, knowledge and expertise to the development of the Municipality of Brockton Recreation Master Services and Facilities Plan:

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Executive Summary

Overview

This document is an update to the Municipality of Brockton's 2011 Recreation and Leisure Services Master Plan. It aligns with, and builds on, the Municipality of Brockton's current corporate Strategic Action Plan (2021-2025).

The purpose of the Plan is to guide provision of recreation services, programs, open spaces (parks, trails and water accesses) and facilities for the ten-year period of 2023 to 2033, and allow for greater cost savings, efficiencies and future opportunities. For all intents and purposes, this Plan is considered a parks plan for Brockton.

Process

The Plan was developed from December 2022 to March 2023 across the following four phases:

Phase 1: Analysis and Review

The first phase involved reviewing background documents, collecting

data, researching trends, conducting a site tour throughout the Municipality and establishing the current context for recreation in Brockton, including inventories of indoor and outdoor facilities, open spaces and programming.

Phase 2: Community Consultation

A suite of engagement activities was conducted with the community to investigate the current and future state of parks, trails, programs and facilities in Brockton. Consultation included interviews with Council members, staff and key stakeholders; a user group survey; two resident surveys (telephone and online); and a dedicated project page on the Build Your Brockton website as well as promotion through the Brockton Buzz and social media. Needs assessments were then conducted for programming and events, recreation facilities, parks, trails and water access points through analysis of the background research, consultation findings and

emerging trends. An initial set of draft recommendations was presented for staff and community comment at an in-person Open House.

Phase 3: Revised Draft Plan

Phase 3 focused on developing a draft Master Plan documenting community consultation findings, assessments and recommendations in each service area. Following discussions with staff and feedback from the community via Build Your Brockton, a final draft was prepared.

Phase 4: Final Master Plan

The final phase involved presenting the final draft Master Plan to Council and the Parks and Recreation Committee, making required revisions and submitting the final version to the Municipality.



Analysis and Assessment

Recreation Programs and Events

Section 4 of the Plan assesses the current supply of recreation programs and events in Brockton and addresses the need for new and/or improved activities. A wide range of structured/organized programs and events and unstructured/self directed activities are considered, including sport/physical activity, non-sport, arts, culture/heritage, general interest, social, well-being and nature-based activities. The Municipality should continue offering municipal programming for diverse age groups/interests and continue supporting and promoting user groups that deliver recreation programs and events to the community.

The Plan provides ideas and direction on how Brockton can develop new and expanded recreation activities such as drop-in/informal social hours for dedicated groups (e.g., youth, new parents, seniors, newcomers to the community) and introduce more short-duration programming models

(e.g., pilots, workshops, try-it days, program packages, drop-ins). There is also discussion on opportunities for programming on trails and the Saugeen River, including self-directed unstructured activities. In the spirit of truth and reconciliation, the Municipality could engage local Indigenous groups to co-develop programming that celebrates Brockton's local heritage related to water and trails. Section 4 discusses these ideas in further detail, and also recommends instituting formal recreation services planning and evaluation activities on a regular basis with major program/service providers.

Facilities

The Municipality of Brockton provides a range of facilities that are scheduled for sport, recreation, arts/cultural programs and leisure activities, some of which are used casually at other times. Walkerton-based facilities include the arena, hall and ball diamonds at the Community Centre, an outdoor pool and tennis courts at Centennial Park, Jubilee Hall, a lawn bowling green and a library. Facilities outside Walkerton include community centres in Cargill

and Elmwood, the Bradley School House, a lawn bowling green, ball diamonds, soccer fields and a library. The Bruce Power Regional Soccer Park serves both local and regional users. Municipal facilities are supplemented by those at several local schools as well as commercial recreation facilities.

Section 5 of the Plan addresses key areas of focus around facilities for the next ten years. These include determining the approach and timing for replacing the Walkerton Arena with a twin pad facility, both in terms of its location and the feasibility of co-locating it with an indoor community complex comprising other recreation facilities that are not part of existing supply. Cost-benefit considerations will be key to determining a preferred location. Building on the Soccer Park as a regional hub for soccer activity and developing strategies for the improvement and coordinated use of ball diamonds and soccer fields across the community will also be important areas of work. Both Cargill and Elmwood Community Centres are high quality facilities that can accommodate



more use, which will require marketing and promotion efforts.

Determining the need for facilities integrates the following key objectives:

- Rationalizing facility supply in relation to need, which focuses on demand vs. wishes
- Determining future facility provision in relation to the financial capacity of the Municipality to sustain it while diversifying opportunities for community recreation
- Balancing provision across the Municipality in an equitable manner
- Ensuring a consistent and evidenced based approach to future facility planning

Open Spaces

Section 6 of the Plan assesses and provides recommendations for all aspects of open spaces in Brockton including 18 parks (totalling 48 ha), six trails (totalling 52 km) and five water access points. It is recommended that Brockton develop a parks by-law that applies to all of its open spaces.

The Plan includes discussion on park classification, supply and distribution. Recommendations are provided for specific parks, trails and water access points including upgrades (e.g., playgrounds, surfacing, signage, lighting, fencing, mowing, pruning, regrading, etc.) and new amenities (e.g., parking, washrooms, accessible seating, shade structures, pathways/trails links, dog park, skate park, multi-sport court, etc.).

A key component of the Plan is improving linkages between and within communities in Brockton. Feedback from the community emphasized a need for more connectivity, especially as new subdivisions are being developed. Section 6 addresses active transportation through regional and municipal cycling routes and infrastructure, and proposes trail routes and extensions through sharrows/dedicated bike lanes, multi-use trails and paved shoulders.

Service Delivery

The Municipality of Brockton functions as an indirect provider in delivering parks and recreation services. Its role

focuses on providing and maintaining parks, facilities and water access points to support community-based programs, self-directed activities and events. Enabling

and helping others deliver their services with this support will continue to be the primary role of the Municipality.

As discussed in section 7, the Master Plan proposes enhancing staff capacity to support volunteer and event development, which will contribute to program diversification, optimal use of facilities and locally driven initiatives. Without staff to expand the Municipality's primary support role, program and event recommendations will be difficult to implement. At the same time, the Municipality needs to work with community-based partners to streamline approaches to service delivery and make the most of available capacity, in both practical terms and overarching policy. Part of this work will include instituting joint planning sessions with community partners and strengthening monitoring and evaluation processes.



The Plan also identifies opportunities for cost savings and improving operating efficiencies related to service delivery, while recognizing that future growth will require increases in expenditures.

Recommendations and Implementation

Section 8 of the Plan lists all 177 recommendations and provides a more in-depth discussion of budget considerations for the Municipality over the next 10 years.

The proposed roll-out of recommendations is based on the information available at the time of

the Plan's development, and includes the following considerations: operational vs. capital projects, immediate need, dependencies and efficiencies, budget, staff resources and flexibility.

The implementation sequence attempts to evenly distribute the cost allowances of recommendations over the 10-year time frame of the Master Plan. This includes costs associated with operations, planning/ design and implementation. The total cost allowance of all projects over the ten-year schedule is approximately \$4,840,800 – of which \$2,036,600 is allocated for immediate implementation (see Table E-1).

It should be noted that costs for some recommendations are contingent on the results of studies recommended to be conducted in the shorter term or are already allocated in the Municipality's existing/forecasted budgets. Another factor to consider is cost premiums/ fluctuations due to the pandemic and inflation. The current situation makes it especially difficult to attach cost estimates to recommendations. This is particularly true at a Master Plan level where the potential range in design and the quality of materials and finishes are also unknown, and will be determined by the Municipality in project implementation at a later date.

Table E-1: Breakdown of Cost Allowances by Area of Recommendations and Suggested Timing

Area of Recommendations	Timing				Total Cost Allowance
	Immediate (Year 1)	Short (Years 2-4)	Medium (Years 5-7)	Long (Years 8-10)	
PE: Programs and Events	-	-	-	-	-
FA: Facilities	\$1,774,000	-	-	-	\$1,774,000
OS: Open Spaces	\$237,600	\$1,180,000	\$698,800	\$745,400	\$2,861,800
SD: Service Delivery	\$25,000	\$120,000	\$60,000	-	\$205,000

Section 1: Introduction





1.0 Introduction

This document is an update to the Municipality of Brockton's 2011 Recreation and Leisure Services Master Plan. Its purpose is to guide provision of recreation services, parks, trails and facilities for the ten-year period of 2023 to 2033, and allow for greater cost savings, efficiencies and future opportunities.

The Municipality of Brockton's corporate Strategic Action Plan (2021-2025) is the key document to which this Recreation Master Plan responds. As noted in the Scope, the Strategic Plan integrates "the directions of Brockton's existing documents, policies and strategies with the input received from the community to provide a single overarching plan that aligns previous efforts and charts a common path forward" (p.8). As such, it provides a current platform on which to build the Recreation Master Plan's recommendations.

1.1 Process

The process of developing this Master Plan included the following four phases:

Phase 1: Analysis and Review

The first phase involved reviewing background documents, collecting data, researching trends, conducting a site tour through the municipality and establishing the current context for recreation in Brockton, including inventories of indoor and outdoor facilities, open spaces, and programming.

Phase 2: Community Consultation

Next, a suite of engagement activities were delivered to discuss with community members the current and future state of parks, trails and facilities in Brockton. Consultation included interviews with Council members, staff and key stakeholders; a user group survey; two resident surveys (telephone and online); and a dedicated project page on the Build Your Brockton

website as well as promotion through the Brockton Buzz and social media.

Needs assessments were then conducted for programming and events, recreation facilities, parks, trails and water access points through analysis of the background research, consultation findings and emerging trends. An initial set of draft recommendations were presented for staff and community comment at an in-person Open House.

Phase 3: Revised Draft Plan

Phase 3 focused on developing and revising the draft Master Plan following discussions with staff and feedback from the community via Build Your Brockton.

Phase 4: Final Master Plan

The final phase involves revising the draft Master Plan following comments from Council and the Parks and Recreation Committee before submitting the final version for adoption by Council.

Section 2: Context





2.0 Context

2.1 Geographic Context

The Municipality of Brockton is located in southwestern Ontario in Bruce County. Bruce County is bordered by Georgian Bay to the north, Grey County to the east, Huron County to the south and Lake Huron to the west. The County spans across approximately 4,048 km² and supports a population of 73,396 people as reported in the 2021 Census. Bruce County consists of eight lower tier municipalities (Figure 2-1):

- Town of Saugeen Shores
- Municipality of Kincardine
- Municipality of Brockton
- Town of South Bruce Peninsula
- Township of Huron-Kinloss
- Municipality of Arran-Elderslie
- Municipality of South Bruce
- Municipality of Northern Bruce Peninsula

The Municipality of Brockton comprises the former municipalities of Brant, Greenock and Walkerton, which were

amalgamated in 1999. The Town of Walkerton is Brockton's urban centre, adjacent to the Saugeen River. It is also the administrative centre of Bruce County. Brockton's smaller settlement areas include Bradley, Cargill, Chepstow, Elmwood, Pinkerton, Riversdale and others (Figure 2-2).

Brockton's area of 565 km² is primarily agricultural and rural land. Within the Town of Walkerton, designated land uses include residential, commercial, institutional, Business Park, recreation and open space as well as floodplain and environmental protection areas.

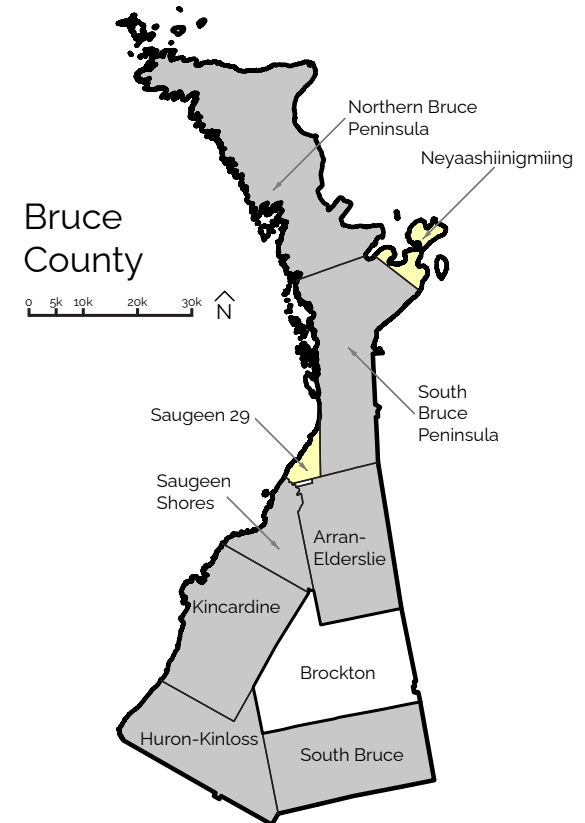


Figure 2-1: Municipality of Brockton within Bruce County

Municipality of Brockton Context



- Legend**
- Natural Area of Interest
 - Conservation Area
 - Forested Area
 - Walkerton Zoom In
 - Trails
 - Roads

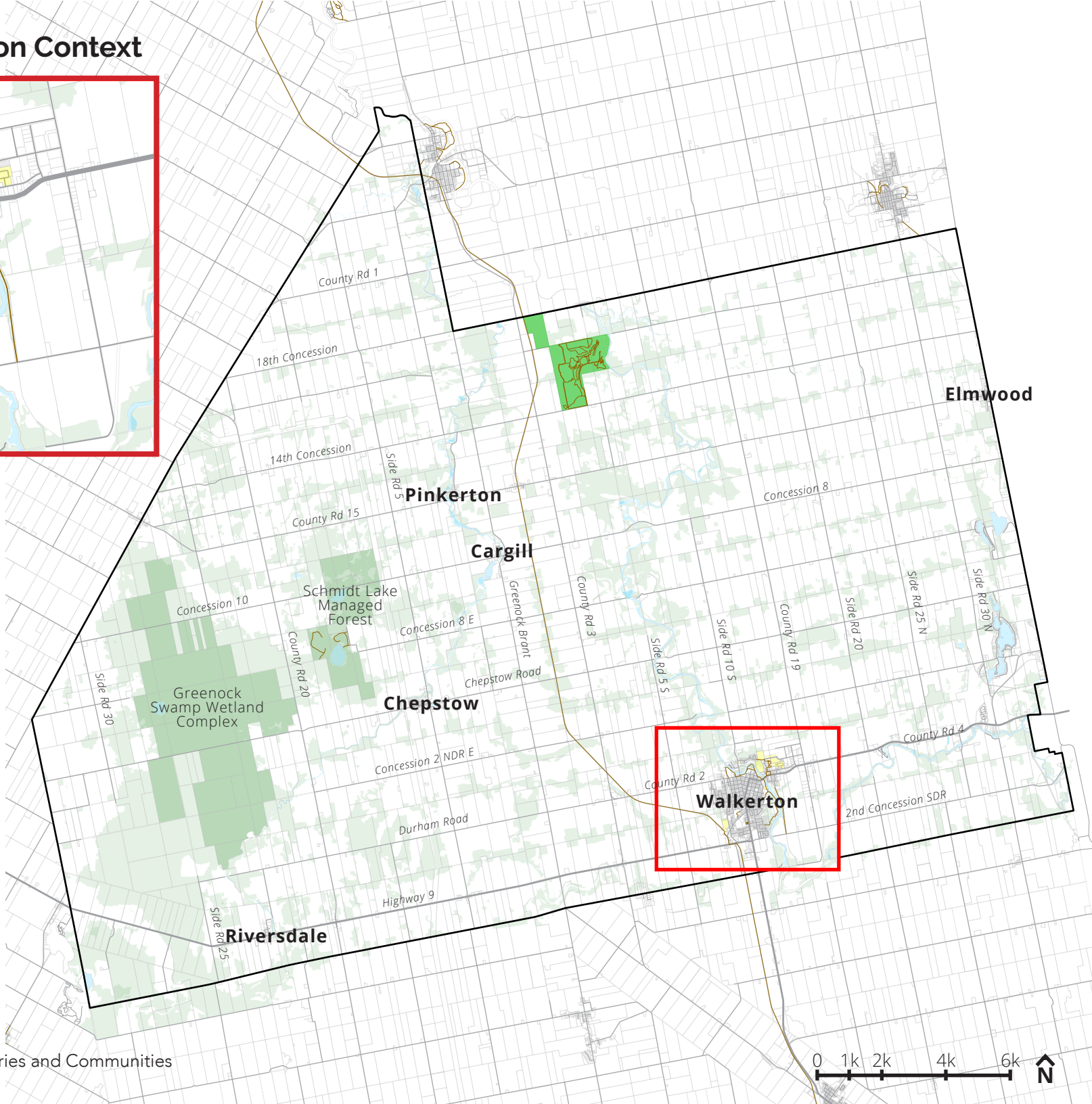


Figure 2-2: Brockton's Boundaries and Communities



2.2 Socio-demographic Context

The following socio-demographic data, including current population, age distribution and household breakdown, was sourced from the 2021 Canadian Census and used to inform the Master Plan's recommendations. In addition to highlighting data for the Municipality of Brockton, this profile also includes data for Bruce County and the Province of Ontario, for comparative purposes.

Current Population

Brockton's population is 9,784 people (2021 Canadian Census), a 3.4% increase from 2016. Table 2-1 shows Brockton's population and change relative to Bruce County. With 17.3 people per square kilometre, the Municipality is about as dense as Bruce County.

Table 2-2 illustrates the population age distribution for the Municipality of Brockton and Bruce County. The largest age group in Brockton is the working adult range of 20-49 years; however, it should also be noted 45%

of the population is aged 50 years and older. The overall age distribution of population within Brockton is proportionally similar to that of Bruce County.

Table 2-1: Population and Population Density for Brockton and Bruce County (Source: 2021 Canadian Census)

	Brockton	Bruce County
Population, 2021	9,784	73,396
Population, 2016	9,461	68,147
Population Percentage Change, 2016 to 2021	3.4%	7.7%
Population Density per km ²	17.3	18.0
Land area (km ²)	564.64	4,076.22

Table 2-2: Age Breakdown of Brockton and Bruce County (Source: 2021 Canadian Census)

Age	Brockton		Bruce County	
	#	%	#	%
0-4 years	570	5.8%	4,000	5.5%
5-14 years	1,145	11.7%	8,075	11.0%
15-19 years	525	5.4%	3,295	4.5%
20-49 years	3,135	32.0%	22,825	31.3%
50-64 years	2,140	21.9%	16,085	21.9%
65-74 years	1,305	13.3%	11,610	15.8%
75+ years	970	9.9%	7,490	10.2%



Current Household Breakdown

Table 2-3 illustrates the household types for the Municipality of Brockton and Bruce County. Brockton is currently home to 4,030 households, the largest proportion of which (32.3%) is couple-families without children. The distribution of household types within Brockton is proportionally similar to that of Bruce County. Brockton has slightly more households with children (26.1%) than Bruce County (23.9%)

The median after-tax income of Brockton households in 2020 was \$74,000, slightly less than that of Bruce County (\$76,000) and the Province of Ontario as a whole (\$79,500). Approximately 9.7% of the Municipality's population (930 people) is identified as low-income.

Table 2-3: Household Breakdown of Brockton and Bruce County (Source: 2021 Canadian Census)

Household Type	Brockton		Bruce County	
	#	%	#	%
Couple Family Households with Children	1,050	26.1%	7,440	23.9%
Couple Family Households without Children	1,300	32.3%	10,875	35.0%
One Parent Family Households	290	7.2%	2,000	6.4%
Multigenerational Households	65	1.6%	485	1.6%
Multiple-Census-Family Households	10	0.2%	115	0.4%
One-Census Family households with Additional Persons	75	1.9%	560	1.8%
Two-or-more-person Households with Additional Persons	80	2.0%	710	2.3%
One-Person Households	1,165	28.9%	8,925	28.7%
Total	4,030	100.0%	31,115	100.0%



Future Growth

The Bruce County Official Plan (June 2010) included population (Policy 4.4.2.4) projections for its lower-tier municipalities, based on a housing study conducted by SHS Consulting in February 2009. Given the Municipality had a net decrease (-2.3% growth) between the Census years of 2001 and 2011, it was estimated that Brockton's population would grow at a slow rate or remain stable as a result of an aging population and slower growth in agricultural employment. (4.4.2.4) As such, the population projections for Brockton for 2016 and 2021 were 8,905 and 8,727 people, respectively. It was also projected that Brockton would have 3,619 households in 2016 and 3,582 households in 2021. A mix of development options including a wider range of dwelling types such as apartments and townhouses would be required to house non-family households (mostly singles) looking for smaller, affordable units.

However, with an actual reported population of 9,784 people among 4,030 households in the 2021 Census,

Brockton has experienced greater growth than originally predicted (1,000 people and 500 households more than those initial County projections).

Table 2-4 illustrates updated forecasts for residential growth for Bruce County based on a report by Watson & Associates Economists Ltd. and cited in the County's 2021 Development Charges Background Study¹. The 2021 population projection of 74,030 people is comparable to the actual 2021 Census figure of 73,396 people. The projected 30,384 households in 2021 is slightly less than the actual figure of 31,115 households in the County in 2021.

The Development Charges Background Study estimates that the Municipality of Brockton will accommodate 16% of the share of Bruce County's housing growth between 2021 and 2036, or approximately 1,000 new housing units. These will primarily be accommodated in the urban community of the Town of Walkerton, which is projected to grow from 5,000 to nearly 6,000 residents by 2026², including from several new subdivisions representing about 300

new single family homes, semi-detached homes and apartment units.

Further detail on Brockton's forecasted growth is provided in a September 2022 discussion paper titled "Plan the Bruce: Good Growth." Table 2-5 shows population and housing forecasts at the municipal level within the term of this Master Plan.

The Ontario Population Projections Update, 2019-2046³, includes forecasts for Bruce County's population by age group. Table 2-5 shows the projections from 2026 to 2036. Like in the current 2021 Census, the largest proportion is working adults aged 29-49 years, though the proportion of older adults and seniors (aged 50 years and greater) remains at nearly half (47%) of the population. It is anticipated that Brockton's age distribution will mirror that of the County.

1 <https://www.brucecounty.on.ca/sites/default/files/Bruce%20County%202021%20DC%20Background%20Study.pdf>

2 https://www.brockton.ca/en/our-services/resources/Branding-Logo/11140393_bk_community-profile_FINAL-with-bleed.pdf

3 <https://www.publications.gov.on.ca/CL30606>



Table 2-4: Residential Growth Forecast Summary for Bruce County (Watson & Associates, 2021, based on 2016 Canadian Census)

Forecast for Bruce County	Population	Households
Late 2021	74,030	30,834
Late 2031	83,720	35,036
Late 2036	87,420	37,038

Table 2-5: Residential Growth Forecast Summary for the Municipality of Brockton (Watson & Associates Economists, 2021, based on 2016 Canadian Census)

Forecast for Brockton	Population	Households
Mid-2026	10,700	4,270
Mid-2031	11,500	4,640
Mid-2036	12,200	4,970

Table 2-6: Projected Population of Bruce County by Age Group (Sources: 2019 Statistics Canada estimates and Ontario Ministry of Finance projections)

Projected Population of Bruce County						
Age	2026		2031		2036	
	#	%	#	%	#	%
0-4 years	3,903	5%	3,883	5%	4,061	5%
5-14 years	8,932	11%	8,871	11%	8,816	10%
15-19 years	4,301	5%	4,856	6%	4,877	6%
20-49 years	16,042	20%	16,455	20%	17,371	21%
50-64 years	14,709	19%	13,822	17%	14,505	17%
65-74 years	12,014	15%	12,110	15%	11,007	13%
75+ years	10,073	13%	12,282	15%	14,362	17%



2.3 Planning and Policy Context

A review of relevant plans, policies, studies and reports was conducted to provide essential contextual information for this Master Plan. Documents were reviewed to determine their relevance to this study and, as appropriate, summarized here.

Planning Act (2023 consolidation)

- The Planning Act (R.S.O. 1990) is the provincial legislation outlining land use planning and control in Ontario.
- The Act directs the scope of municipalities' planning authority. Its guiding policies and principles are to be adopted and integrated within municipal Official Plans and By-laws.
- Section 42 of the Planning Act focuses on conveyance of land for park purposes. Policy 42(1) states that municipalities may pass a by-law as a condition of (re)development of land that requires a specified proportion of land be conveyed as parkland/other public recreational purposes. Policy 42(6) states that

municipalities may also require a payment in lieu to the value of the land otherwise required to be conveyed. A municipal parks by-law passed under section 42 comes into force on the day it is passed or the day specified in the by-law.

- Policy 42 (4.1) states, "Before passing a by-law under this section, the local municipality shall prepare and make available to the public a parks plan that examines the need for parkland in the municipality." This Recreation Master Services and Facilities Plan examines the Municipality of Brockton's needs for parks, trails, water access points and open spaces and identifies criteria and priorities for parkland in Brockton. **Thus, for all intents and purposes, this Plan is considered a parks plan for Brockton.**
- The adoption of Bill 23 introduced changes to the Planning Act intended to increase Ontario's housing supply. Amendments to section 42 included:
 - a 50% reduction in the parkland dedication requirement for high-density residential developments

- the exclusion of affordable, attainable and non-profit housing developments from all parkland requirements (i.e., no parkland conveyance or cash-in-lieu required)
- a cash-in-lieu cap for medium- and high-density developments

Bruce County Official Plan (2010)

- The Bruce County Official Plan was adopted by County Council on May 20, 1997, and a five-year review was approved by the Ministry of Municipal Affairs and Housing on June 21, 2010.
- With the exception of the Town of South Bruce Peninsula and the Township of Huron-Kinloss, none of the other six lower tier municipalities have comprehensive local Official Plans that apply to their entire geographic areas. Therefore, the County Official Plan acts as the local Official Plan for these lower tier municipalities as well.
- The purpose of the Bruce County Official Plan is to establish a policy framework to guide the physical, social and economic development



of the County and to protect the natural environment within the County to 2021.

- The County has identified six goals that are considered of prime importance to the Community
 - Physical
 - Transportation
 - Environmental
 - Social
 - Economic
 - Mineral Resources
- It is the County Council's intent to:
 - Achieve an orderly pattern of settlement;
 - Protect and conserve good agricultural land;
 - Protect and when possible, enhance the quality of the natural environment;
 - Encourage economic development and prosperity; and
 - Encourage necessary social, cultural and educational facilities and services.
- County Council encourages the development of recreational trails including hiking trails, canoe routes, the Bruce Trail, biking, skiing and

snowmobile trails. In this regard, County Council encourages local municipalities to determine if the provision of trail linkages, as part of a new development, would facilitate the development of a comprehensive trail system throughout the County. County Council also encourages the local municipalities to permit trails throughout the rural area, without requiring an Amendment to the Zoning By-law. Consideration of the compatibility of the proposed trails and the adjacent uses should be included as part of any conversion. (4.6.5.2)

- Specialized community facilities such as major community centres shall be permitted in accordance with the following criteria:
 - i) Should demonstrate there is a need for the proposed facility;
 - ii) Strategically located in order to minimize travel time and be readily accessible;
 - v) Located on a site adequate to accommodate buildings, future expansions, accessory parking and landscaping;

- ix) There is no reasonable alternative location which would avoid locating on agricultural areas.

Bruce County Development Charges Background Study (2021)

- The Bruce County Development Charges ("DC") Background Study includes the following:
 - Overview of the legislative requirements of the Development Charges Act;
 - Summary of the residential and non-residential growth forecasts for the County;
 - Approach to calculating the DC;
 - Review of historical service standards and identification of future capital requirements to service growth and related deductions and allocations;
 - Calculation of the DCs;
 - DC policy recommendations and rules; and
 - By-law implementation.
- DCs provide for the recovery of growth-related capital expenditures from new development.



- The DC Background Study addresses a number of items that were established through the following bills:
 - Smart Growth for our Communities Act, 2015 (Bill 73);
 - Bill 108: More Homes, More Choices: Ontario's Housing Supply Action Plan, 2019;
 - Bill 138: Plan to Build Ontario Together Act, 2019;
 - Bill 197: COVID-19 Economic Recovery Act, 2020; and
 - Bill 213: Better for People, Smarter for Business Act, 2020.
- The report is designed to set out sufficient background on the legislation and growth anticipated within the County to make the exercise understandable to those who are involved. It addresses post-adoption implementation requirements that are critical to the successful application of the new policy.
- Based on the report, 16% of the projected housing growth and 13% of non-residential growth within the County from 2021 to 2036 will be in Brockton.
- The DC Background Study states that there must be a link between the anticipated development and the estimated increase in the need for service.
- The County currently has 143.4 linear km of park trails that consist of gravel and natural surface trails along with wood bridges.
- Based on the inventory of trails provided over the historical 10-year period (2011-2020), the County has provided an average of 1.5 linear km of trails per 1,000 population. This level of service equates to an investment of \$24 per capita.
- When applied over the forecast period, this average level of service translates into a D.C.-eligible amount of \$274,194.
- Based on the projected growth over the 10-year forecast period, the County has identified a provision for park trails to be included in the DC calculation at a gross capital cost of \$270,000.

Municipality of Brockton Asset Management Plan (2021)

- As part of the Infrastructure for Jobs and Prosperity Act, 2015, the Ontario government introduced Regulation 588/17 - Asset Management Planning for Municipal Infrastructure.
- The goal of asset management is to deliver an adequate level of service in the most cost-effective manner. This involves the development and implementation of asset management strategies and long-term financial planning.
- The Asset Management Plan looks at multiple asset categories, including buildings and facilities, as well as parks and land improvements.

Municipality of Brockton 2021-2025 Strategic Action Plan

- The Strategic Action Plan provides direction for the Municipality on the services it delivers locally and is also a template for the community as a whole, including businesses, service clubs, institutions, organizations and residents.



- The Strategic Action Plan focuses on priorities for the Municipality up to 2025 in five areas:
 - Heritage, culture and community
 - Land use planning and the natural environment
 - Quality of life
 - Economic development
 - Municipal governance
- Specific actions are listed for achieving goals in each of those areas. Those most relevant to this Recreation Master Services and Facilities are grouped under the following categories: supporting community and cultural events, supporting volunteer organizations, an active community, support for all ages and places, environmental recovery, COVID recovery initiatives, inclusive government.
- Further discussion on the 2021-2025 Strategic Action Plan is discussed in subsequent thematic assessments in this Master Plan.

Walkerton Community Official Plan (2017)

- The general purpose of the Walkerton Community Official Plan is to provide for the orderly development of the community. The Plan contains policies regarding the distribution of land uses, the provision of community services and the classification of the road pattern.
- The Plan was approved in 2009 and reviewed in 2017.
- The Walkerton Community Official Plan contains goals, actions and policies intended to assist Municipal Council, staff and the public in their efforts to strengthen the economic, environmental and social fabric of the community. Some of the goals include:
 - i. to ensure a broad range of recreation and open space opportunities are available for all residents and visitors.
 - ii. to improve community facilities and infrastructure to address social, environmental and economic needs of the community.
 - iii. to provide a full range of affordable municipal services to meet the economic, social and environmental needs of the community.
 - iv. to encourage the enhancement and, where possible, protect and preserve those lands comprising the Walkerton Natural Heritage System.
- Within Walkerton, institutional and community facilities are located throughout the Community because they have traditionally been permitted within residential neighbourhoods and commercial areas.
- It is a goal to maintain and enhance the existing regional and community Institutional and Community facilities for their economic, social and cultural importance, which can be achieved through encouraging the establishment of regional and community institutions and programs which address the changing needs of the community.
- As the community of Walkerton grows, the quantity and quality



of parks and open space should continue to improve.

- It is a goal to ensure a broad range of recreation and open space opportunities are available for all residents and visitors by:
 - i. encouraging the use of the Saugeen River for the recreational and passive enjoyment of area residents and visitors. This should include trail linkages, functional links between the river and the downtown and accessibility for canoeing, fishing and passive recreation.
 - ii. establishing a diverse range of recreation opportunities for individuals and groups of all ages, lifestyles and abilities.
 - iii. locating new parkland within new residential areas and creating pedestrian linkages to the open space system.
 - iv. promoting the protection of lands that are important scenic vistas, possess important natural qualities, or are needed for public works.
 - v. encouraging the coordination and provision of recreation

facilities between the Community and other agencies such as school boards.

- vi. continuing to improve the local park system and recreation facilities as identified in the Recreation Master Plan.
- It is a policy of the Municipality to develop and maintain a system of parkland and recreation facilities to meet the needs of the community.
- Parks shall be centrally located to the neighbourhood being served to minimize walking distance to the parks and maximize potential use of the park.
- The Walkerton Community Official Plan also outlines direction for community improvement, which includes:
 - maintaining or improving municipal services, public utilities and social and recreational facilities.
 - promoting the redevelopment of vacant or underutilized properties and buildings and improving conditions in older, residential neighbourhoods.

Walkerton Community Improvement Plan (2022)

- The Community Improvement Plan ("CIP") provides a framework to encourage the maintenance and rehabilitation of existing commercial, industrial, institutional and heritage buildings and structures, improvement of commercial signage and redevelopment of vacant and underutilized properties and buildings.
- The purpose of a CIP is to describe what a municipality intends to do to address various issues. The purpose of this CIP is to:
 - Focus public attention to local priorities and municipal initiatives;
 - Target areas in transition or in need or repair, rehabilitation and redevelopment;
 - Facilitate and encourage community change in a coordinated manner; and
 - Stimulate private sector investment through municipal incentive-based programs.



- This CIP is an update to the Historic Walkerton CIP, which was established in 2014 and served as a useful tool for community revitalization.
- The objectives of the CIP are as follows:
 - Improvement of the street-facing facades, including signage, of existing commercial or heritage buildings.
 - Conversion of vacant or underutilized space in commercial buildings into a rental housing unit, or upgrading of a vacant rental unit in a commercial building, or an addition to a commercial building to create a new rental housing unit.
 - Renovation of a heritage building to include commercial space, tourist accommodation, or rental residential accommodation.
 - Significant renovation of an existing commercial or industrial building to install energy-saving or energy-generation measures.
 - Renovations to, or undertakings in, commercial premises that will

be demonstrably important to the business's recovery from the effects of COVID-19.

- The Walkerton CIP outlines a general eligibility criteria to be offered financial incentives from the Spruce the Bruce program. There are six incentive programs and grants to encourage investment into privately owned lands and buildings.
- Additionally, the Spruce the Bruce Community Development Program helps to build healthy and vibrant communities by offering resources (grants) to private landowners or commercial/retail tenants to maintain or grow commercial areas and public experiences.

2.4 New and Emerging Trends

This section discusses a number of prevalent trends in the provision of community parks and recreation services that are identified as most relevant to Brockton based on current and projected demographics, public and stakeholder consultation and analysis of trends at the national, provincial and municipal level. These trends include promoting healthy active living, supporting all-season outdoor recreation, accommodating urban out-migration, adapting to the changing nature of volunteerism and exploring innovative ventures in food service delivery.

Trends in parks and recreation service provision are influenced by many factors including legislated requirements, demographic shifts, technological developments, the evolution of lifestyles and other spheres of society such as politics and the economy. The trends presented here are not an exhaustive review of ever emerging and evolving changes in the field; some trends



represent directions that might be applicable today on some level while others may present opportunities as the Master Plan is implemented over time. In general, these trends should be considered when developing and improving the Municipality's parks and recreation infrastructure. Trends that are specific to programs and activities, facilities, or parks and trails are also incorporated in assessments in relevant sections of this Master Plan.

Healthy Active Living

A broad definition of healthy active living encompasses two aspects. The first, "traditional" position focuses on individual lifestyle choices that contribute to health, such as increasing physical activity, eating healthier foods and/or spending more time outdoors and away from screens. The second aspect has emerged in recent years and focuses on providing a healthier physical environment for all through initiatives that contribute to, for example, cleaner air and water, and restoring, protecting and/or enhancing natural ecosystems. This perspective aligns with more global imperatives around environmental

sustainability and also takes some of the onus off individuals.

The Canadian Parks and Recreation Association's [Framework for Recreation in Canada: Pathways to Wellbeing \(2015\)](#) provides an approach to addressing healthy active living – in its fullest sense – in parks and recreation services. The Framework includes five goals and priorities: foster active living, increase inclusion and access, connect people and nature, provide supportive physical and social environments and sustain capacity in the recreation sector.

The priorities that address people-oriented initiatives align well with health-promoting frameworks put forth in other national and provincial initiatives. At the same time, the Framework recognizes the importance of the built and natural environments in influencing health and well-being:

- Built form, street networks, and neighbourhoods can be designed to encourage walking and cycling, making it easier for people to integrate physical activity into their daily routines. The design of outdoor

spaces can improve accessibility to increase their use and enjoyment by people of all ages and abilities. Beyond physical health, recreation facilities, parks, and public spaces also help people to achieve socially connected lives.

- The health and quality of the natural environment can be improved through tree planting, removal of invasive species, planting native plants, restoring habitat, restoring shorelines, introducing organic community gardens, etc. These actions have a direct impact on air and water quality and create an overall healthier environment in which to live, work and play. They also create beautified, animated spaces that draw people to spend time in them. In addition, studies have shown greater stress and anxiety reduction in people when they spend time around trees and naturalized spaces as opposed to urban environments. This encompasses the eco-health approach discussed above.



Case Study: Healthy Community Network - Town of Wasaga Beach, ON

The Healthy Community Network is a committee of Council with a mandate to “act as a link between Council and the citizens of Wasaga Beach and advise Council on matters relating to active and healthy living, the environment – natural, physical, social, economic – and the creation of a sustainable and healthy future for the town.” Committee members from various sectors of the community are appointed and must have knowledge of healthy active living-related spheres. They inform Council on current topics, develop awareness campaigns and develop strategic goals and objectives based on best practices to be submitted to Council annually.

All-Season Outdoor Recreation

Outdoor programming provides a critical benefit to the health and well-being of people, particularly children and teens. Time spent outdoors has been shown to improve physical and mental health, boost confidence, reduce stress and build understanding of, and respect for, the natural environment. Outdoor learning and activities are common

aspects of life for children in many other countries (e.g., tropical and Nordic countries), and as awareness of the benefits have become more mainstream in Canada, there have been increased efforts by municipalities and schools to offer more outdoor programs for children and teens.

The [ParticipACTION Report Card on Physical Activity for Children and Youth \(2020\)](#) recommends promoting and supporting “outdoor – and, when possible, nature-based – play opportunities given their association with both increased physical activity levels and improved mental health outcomes” (p. 48). Among others, the report’s recommendations for governments include promoting healthy movement by increasing access to recreation centres and public spaces outside of school hours, supporting families’ participation in sport and recreation activities and investing in no-charge active play spaces (especially outdoors) for families with children of all ages.

In practical terms, parks are significant assets that are often not optimized from

a usage perspective and so they offer the potential to increase recreation activity relatively inexpensively. While not supported by a review of available research, it is also reasonable to suggest that an active park is more likely to motivate onlookers to “join in” than one that sits empty and idle.

For some time, municipalities in North America have been trying to encourage outdoor recreation in the winter, emulating approaches taken in many Nordic countries. Examples of initiatives include 8-80 Cities’ [Wintermission](#) project and [Winter Cities Toolkit](#), and activities and events organized through Edmonton’s [Winter City Strategy](#), which have been successful with winter recreation. “Winterizing” cities in North America is not a new topic, but the uptake has been slow, for a number of reasons that mostly fall outside of the mandate of parks and recreation departments (e.g., perceived or real conflicts between designing for pedestrians versus snow clearing and emergency vehicles, liability concerns, insufficient staff or resources, etc.).



One way municipalities can contribute to encouraging people to recreate outside in the winter is to help change the prevailing negative view of winter's cold and snow. Working across departments, municipalities can set the tone by framing winter as a season to look forward to, with many positive and fun opportunities for recreation.

On the other hand, with average summer temperatures increasing due to climate change, considerations must also be made for making outdoor activity in extreme heat safer and more comfortable.

Urban Out-Migration

The Ontario Rural Institute webinar “Rural Ontario’s Population Growth During COVID-19: Fad or Trend?”⁴ examined the accelerated movement of population from the GTA to primarily NMUs (non-major urban areas) that has paralleled the pandemic. Research revealed that, as early as 2016, two trends were resulting in population movement to NMUs: retired/semi-retired baby boomers started moving out of the Toronto area and rising

housing prices in the GTA were triggering a more general outmigration. Available data, which did not include the impact of COVID-19 on this trend, showed an outmigration of 50,000 in 2020. The researchers’ estimate of the outmigration including that prompted by COVID was up to 80,000. Some of this additional movement would have been those who were on the cusp of retirement when COVID hit, and fast-tracked plans to leave. Although a levelling off is anticipated within the next few years, growth in NMUs will remain strong at 1% to 1.5%.

StrategyCorp’s white paper [Small Towns, Big Opportunities](#) identifies both push and pull factors that have contributed to this trend. The push factor was strongest for those communities that were within commuting distances from the GTA and had house prices that were attractive to those who could not afford to buy in Toronto, especially households with young families who were entering the housing market. The pull factor focused on the ability for some to move out of the GTA and work from home as well as those returning home since they

were no longer tied to a place-based job.

Adult Programming

Historically, municipalities have focused on providing parks and recreation services to children, youth and seniors, with this last group becoming a much larger consumer of services as our population ages. The focus on children is rooted in the early days of organized recreation that began with the Playground Movement of the late 19th century in urban North America, which was intended to save poor, immigrant and homeless children from unhealthy, crowded tenement neighbourhoods. Over time, and with the development of recreation as a formal public service, the combined health and social objectives of these services retained an emphasis on those who were least likely to have the private means to purchase their leisure activities. Those with no or limited income included children, youth and seniors. Since adults were in their earning years and the primary purpose of public services was to fill gaps in the market, services for this age group were limited. At the same time, in

⁴ <https://bit.ly/2Sb3wMP>



terms of social support, all children and youth were provided with recreation regardless of the household's ability to pay.

In recent years, however, we have seen a noticeable increase in adult interest in municipal recreation services for themselves. Anecdotal reasons for this trend are likely a blend of increased awareness of the importance of physical activity for long-term health, overall declines in disposable income and growth and greater sophistication in the provision and delivery of public recreation services. At the same time, current research indicates that adults are not achieving this awareness and interest through action. A recent [ParticipACTION report card on physical activity among Canadian adults \(December, 2021\)](#) shows much higher "grades" in the areas of conceptual and environmental indicators than in activating, daily behaviours. The report suggests that beyond individual and environmental characteristics, there is a progressive decline in participation in activities that require a time commitment, specific movements

and/or intense physical effort. Sport participation, muscle strengthening activities, balance activities and active transportation all scored grades D to F. The F grade in active transportation is a particularly interesting finding, given the promotion of active transportation and the increasing efforts of municipalities to make it safe and easy to access so people can integrate it into their daily lives.

The highest behavioural grades achieved are for light to medium-intensity activities that can be integrated into daily life. If the evolution to a highly active culture is viewed as a long-term social goal, and these findings are indicators of current progression to that end, it appears there is more work to do in the Bs and Cs before the Ds and Fs can improve. In terms of municipal programming for adults, therefore, progress in the foreseeable future may need to focus on additional ways to translate the desire to be active into introductory "first steps" that provide flexible access to low to medium intensity activities.

Esports

In a recent commentary on trends shaping community recreation and sports facility design, the author discusses the topic of Esports or organized competitive video gaming. He notes it is the "hottest trend in sport and recreation" and a growing worldwide industry. Esports offer municipal recreation centres the opportunity to increase facility use with well attended, revenue-generating entertainment programming, and can bring non-users into facilities for the first time. He notes, "Esports, previously crammed into ill-fitting convention centers, enjoy tremendous momentum right now and will require great spaces. New recreation design should accommodate this coming wave of recreational and competitive activity. If you're investing in a new rec center be aware that Esports spaces, whether new or retrofitted, have tremendous power and data requirements - so plan accordingly."⁵

A 2019 National Parks and Recreation Association (NRPA) article⁶ discussed why parks and recreation organizations

⁵ Nardone, David. February 7, 2020. The Design Quarterly: 6 trends shaping community sports and rec facility design

⁶ <https://www.nrpa.org/parks-recreation-magazine/2019/september/esports-the-next-big-thing-for-parks-and-rec/>



Figure 2-3: Durham College Esports Club

should enter the world of Esports programming. An important factor to consider is that the genre facilitates connecting with hard-to-reach audiences that have aged out of traditional organized sports or have no interest in these types of programs. Typically, these are teens and young adults - the age groups that parks and recreation departments struggle to engage. Esports can also facilitate providing a youth-centred, safe space within a recreation centre.

The concern about sedentary lifestyles in relation to the traditional view of recreation's mandate to be physically engaging can be minimized by selecting companies that provide team-based, virtual-reality experiences where participants also run, jump and move, while engaging in a multiplayer game. Criteria such as offering age-appropriate games, engineering, math as well as homework help and promoting health lifestyles can be applied to product selection.

Depending on the types and timing of programs offered, Esports may offer opportunities to increase underused facility spaces/times and generate additional revenues. While major dedicated Esports facilities are often not feasible to provide, an Esports room within a new or renovated community centre can likely be supported in many communities.

In Canada to date, Esports entry into the public sector appears to be largely limited to the educational institutions. Research has provided evidence that Esports help students develop so-called soft skills that are a prerequisite to academic success and future marketability. Participation in Esports:

- promotes leadership skills and teamwork
- boosts social and communication skills
- develops problem solving, decision-making and multitasking abilities
- improves cyber, digital and other transferable skills
- develops friendships and communities



- improves reaction times, dexterity and concentration
- increases perceptual and cognitive skills
- improves resilience through winning and losing
- can act as a motivator to improve attendance and behavior⁷

Esport Canada is a not-for-profit organization that supports esports by providing community competition, and resources for high school (14 to 18 year old) and middle school (11 to 13 year old) students and educators.⁸ Resources include guides on starting Esports Clubs from the ground-up and ways to limit investment in equipment in early club development. Durham College's Esport⁹ arena is available to students, employees and alumni. It is designed to offer recreational and competitive esports, while providing experiential learning opportunities integrated into the curriculum for selected full-time programs at the College. There is an Esports varsity team that competes at the provincial level. Computer gaming

station time can be purchased by the hour (\$3.75 plus tax) or in three-hour packages (\$10 plus tax), and operating hours are Monday to Friday, noon to 9 p.m. This suggests the space is dedicated to Esports, emulating an internet café (Figure 2-3).

Declining Volunteerism

Volunteerism is a key feature of thriving communities across Canada. For many, the contribution of resources often in the form of time, labour, skills or charitable donations is a demonstration of community and civic engagement. According to the [2018 General Social Survey on Giving, Volunteering and Participating](#) (GSS-GVP), Statistics Canada reported that 8 in 10 (or 79%) of Canadians aged 15 years and older, reported volunteering either formally or informally. In addition to the social benefit volunteers provide, other research has also reported that volunteers feel an enhanced sense of worth, self-confidence and self-esteem. However, although the public, non-profit and grassroots sectors continue to

expand, and the demand for volunteers remains, formal volunteering has steadily declined in Canada over the last decade.

Volunteer Demographic and Engagement Trends

Demographically, volunteer trends have largely remained consistent. According to the same 2018 survey by Statistics Canada, younger generations are generally more likely to participate in both formal and informal volunteer opportunities than older generations. However, although older Canadians within the 73-100 age cohort were less likely to volunteer formally, they were the most likely to contribute the most volunteer hours.

The underlying motivations for volunteering notably differ among age cohorts. Key motivating factors for younger generations, namely Generation Z (ages 15-22) are related to improving future employment prospects. The completion of education and graduation requirements which

⁷ <https://www.dofe.org/wp-content/uploads/2021/08/Esports-Leaders-Information-Sheet.pdf>

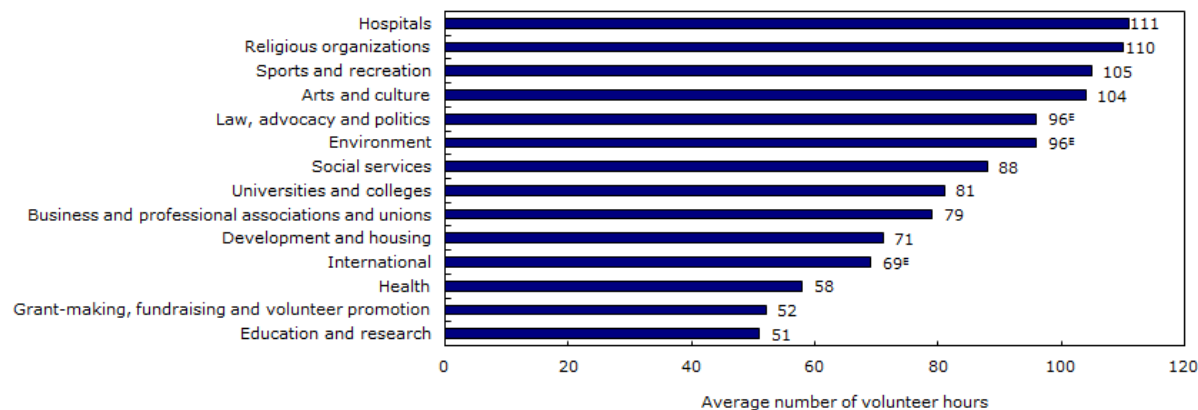
⁸ <https://www.esportcanada.org>

⁹ <https://durhamcollege.ca/esports>



Average annual volunteer hours, by organization type, among formal volunteers aged 15 and over, 2018

Organization type



[¶] use with caution

Note: Categories are not mutually exclusive.

Source: Statistics Canada, General Social Survey, Giving, Volunteering, and Participating, 2018.

Figure 2-4: Average Annual Volunteer Hours

mandate volunteering through co-op and community service is a notable factor. For Millennials (ages 23-37), Generation X (ages 38-58), Baby Boomers (ages 53-72) and Matures (ages 73 +), the development of skills, and “a desire to support a political or social cause, or religious or spiritual beliefs” are more relevant motivational factors for volunteering. The GSS-GVP 2018 also provides interesting insight into what types of organizations attract high levels of volunteer engagement.

Sports and recreation organizations were identified as having the third highest levels of engagement, with hospitals and religious organizations ranking the highest.

Barriers to Volunteer Engagement

The volunteer sector exhibits some notable barriers that have been identified and documented by researchers and practitioners. Commonly identified factors for volunteer engagement as described

by Volunteer Toronto, Canada’s largest volunteer centre, include:¹⁰

- **Language:** a role may require a specific level of a certain language skill
- **Physical:** a role may require sitting, standing, moving quickly or other physical requirements
- **Skill Level:** a role may require (or perceived to require) a certain level of proficiency with a skill
- **Time:** a role may require much more time than might be needed, or not enough time for volunteer interest
- **Location:** a role may take place in a location that is not easily accessible, or limited to those with access to personal transportation
- **Financial:** a role may require a certain level of wealth for a volunteer to be able to give their time
- **Expectation:** a role may have expectations that are unrealistic to some or many volunteers

In addition to these factors, administrative and AODA accessible barriers are also identified as key challenges by researchers.

10 Source: Volunteer Toronto, Removing Barriers to Volunteering: Resource Guide and Workbook, pg. 2



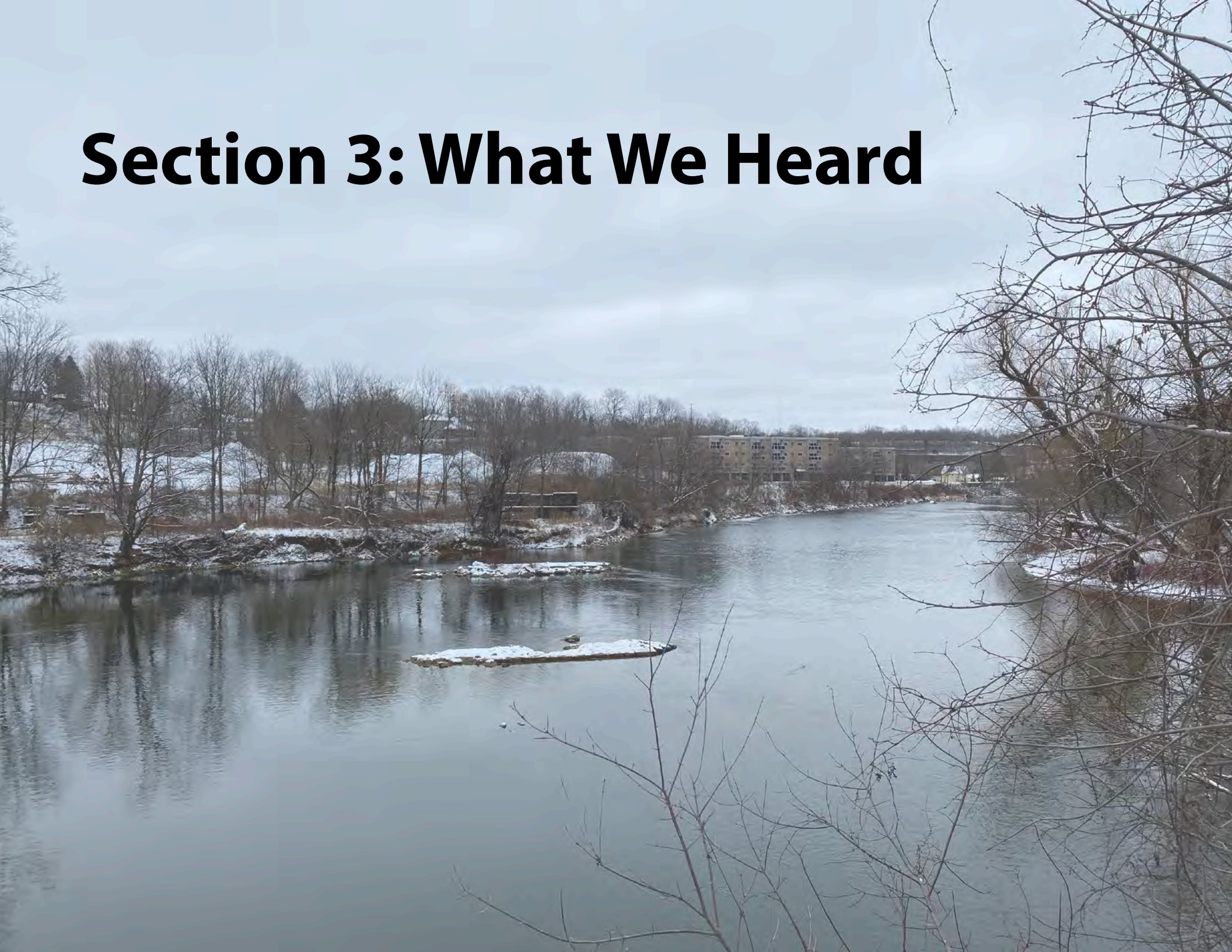
Administrative barriers refers to the process of obtaining the necessary vulnerable sector checks that prospective volunteers are required to present to the organization they are interested in volunteering for.

“Volunteer screening is an important process for charitable organizations, to protect the clients they serve and to ensure the legitimacy and integrity of the organization. Volunteer screening is a broad, ten-step process that Public Safety Canada recommends charitable organizations use for screening prospective volunteers. These ten steps include safeguards such as completing reference checks for volunteers, engaging volunteers in safety and policy training, and maintaining regular and ongoing volunteer supervision as they perform their roles.”

Research conducted by Cardus (2022) identifies that although vulnerable sector checks are important, the processes present barriers for both volunteers and charitable organizations associated with cost and accessibility.

For example, applicants are often required to pay out of pocket for vulnerable sector checks, sufficient proficiency in English is essential, and the limitations of the justice system on the reporting and prosecution of sexual assault can limit the effectiveness of vulnerable sector checks. When compounded, these barriers can limit the eligibility of minority immigrant and refugee populations, and present liability concerns for interested volunteer employers and charitable organizations.

Section 3: What We Heard





3.0 What We Heard

3.1 Consultation Activities

To leverage the community's knowledge, ideas and expertise on current and future delivery of Brockton's parks, recreation and facility services, a multi-faceted engagement strategy was conducted. Activities included:

- a dedicated project webpage on Brockton's online engagement platform, Build Your Brockton, that shared updates throughout the project timeline and served as a virtual hub for ongoing community contribution with tools such as an ideas board, discussion forum and Q&A panel;
- a survey of residents, administered in December 2022 through two formats¹:
 - a self-selected online survey promoted on the municipal

website, Build Your Brockton webpage and social media channels that was accessed by 345 respondents²;

- a random telephone survey of 200 resident households;
- an invitational online survey of 55 user groups that facilitate programming and/or use municipal facilities or parks to provide their programs and activities, to which 29 representatives responded³;
- individual interviews with 11 municipal representatives including Council members and senior municipal staff, held virtually using Zoom;
- individual interviews with key community stakeholders/external partners⁴, held virtually using Zoom; and

- a community Open House held on Tuesday, January 10, 2023 to present the draft Master Plan's recommendations for public comment.



Figure 3-1: Open House at Walkerton Auditorium

1 Results from the telephone survey are typically considered more representative than results from the online survey, because telephone survey respondents were randomly selected to participate, while online survey respondents self-selected to participate. Online survey respondents may have prior or above-average interest or involvement in parks and recreation. However, both surveys in this project are considered representative of Brockton's population given the demographic breakdown. The full results of the telephone and online surveys are in Appendices A and B.

2 The survey did not require every question to be answered. Thus, although there were 345 participants in the online survey, not all chose to answer all of the questions. As a result, the total number of respondents per question varied from 19 to 344 respondents.

3 The list of user groups contacted to participate in the survey is in Appendix C.

4 Invitations to participate were sent to ten groups and meetings were held with seven who responded: the Brockton Parks and Recreation Committee, Bradley School House, Walkerton Figure Skating Club, Walkerton Minor Ball, Walkerton Football Club, Walkerton Minor Hockey and Saugeen Valley Conservation Authority.



3.2 Findings

The following is a summary of the findings of consultation by topic area.

Recreation Programming and Events

- Most households are actively involved in recreation activities in Brockton: 81% of telephone survey respondents and 59% of online survey respondents participate in active sport and fitness programs, while 43% of telephone and 56% of online respondents participate in non-sport recreation (e.g., social, arts, culture, learning, play, heritage).
- The top active sport programs reported as being used are minor hockey, ice skating, non-motorized activities (e.g., ATVing, snowmobiling), swimming and golf. The top non-sport activities reported as being used are community events (e.g., Little Royal Fair, Art Show, Christmas Market), relaxing/playing/socializing in parks (e.g., splash pad, picnics), Victoria Jubilee Hall performances, nature-related activities and library programs.
- The most popular location in Brockton for using recreation programs, parks, facilities and trails is Walkerton (40% of telephone survey respondents, 84% of online survey respondents). Respondents (23% of telephone, 6% online) also indicated they go to neighbouring communities, and the top reasons were to use services that are not available locally or that the facilities/programs are better.
- Generally, interviews with Council, staff and stakeholders revealed satisfaction with existing programming despite recent turnover in staff. Identified gaps include social/non-sports activities for teens, seniors and new parents and their children under 5, as well as more arts and culture-based programming. There is lots of emerging demand for pickleball, and organized programs including hockey, skating, soccer and baseball have experienced a lot of growth.
- The municipality's Programming Coordinator position became vacant in July 2022 and a new hire will start in January 2023.
- Mixed views from residents emerged on whether additional recreation programs and activities are needed in Brockton.
- Most telephone survey respondents (64%) disagree that more sports/fitness programs are needed while 50% of online respondents agree and 34% are uncertain. There is interest from all age groups except seniors aged 75+ years. The top programs of interest are gymnasium sports (e.g., badminton, volleyball), court sports (e.g., basketball, tennis) arena ice and arena floor activities, outdoor water-based activities (e.g., canoeing, kayaking), group fitness classes (e.g., aerobics, Zumba) and non-motorized trail activities (e.g., ATVing, snowmobiling).
- Demand for non-sport activities is less prominent: 25% of telephone survey respondents and 33% of online survey respondents indicated their households would use additional non-sport recreation programs. It should be noted that many online respondents (45%) were uncertain. There is interest from all age groups and the top



activities are social/club activities (e.g., youth drop-in, seniors, new parents), visual arts (e.g., painting, photography, ceramics, fibre arts), culinary and literary arts (e.g., cooking, baking, creative writing), one-day or weekend special events and wellness programs (e.g., tai chi, mental health).

Indoor and Outdoor Recreation Facilities

- When asked if additional new indoor facilities are needed to provide programs, 28% of telephone survey respondents and 69% of online survey respondents agreed. The top responses were ice surface, swimming pool, indoor walking track, fitness/workout space and meeting room.
- Interviews with Council, staff and stakeholders cited the increasing demand for additional ice space by several user groups. There are mixed views on where and how a renovated or new ice pad or arena should be located as well as financed. Interviewees also flagged that possible amalgamation with

other ice-based user groups in the area could increase access to nearby arenas.

- A majority of user groups (68%, or 19 of 29 survey respondents) indicated they use indoor facilities in Brockton to run their programs, activities or events. The top spaces are Cargill Community Centre, Walkerton Community Centre, Walkerton Public Library and Victoria Jubilee Hall.
- Outdoor park-based facilities in Brockton are used by almost half (43%) of user groups that participated in the survey. The top spaces include the Cargill Park ball diamonds, municipal playgrounds, Bruce Power Regional Soccer Complex and Walkerton Community Centre ball diamonds. Approximately 57% of user groups (16 of 29 surveyed) indicated that existing facilities suit their program/event requirements; of the six groups that indicated they do not, the top reasons were due to aging/out of date infrastructure and poor maintenance.
- Other community facilities where user group activities take place

include municipal spaces in neighbouring communities and Brockton's two local high schools (e.g., gymnasiums, playing fields, parking lots).

- The top additional indoor facilities needed by user groups in the future include meeting space, gymnasium, multi-purpose sport court and trail linkages.
- Interviewees highlighted the upgrades needed to be made to existing facilities: the Bradley School House is not an accessible space, the Bruce Power Regional Soccer Complex fields require added maintenance and the Walkerton ball diamonds need to be improved.

Open Spaces (Parks, Trails and Water Access Points)

- Interviews indicated that existing trails are well used and reasonably maintained, apart from some overgrowth and shrubs that need to be groomed. Municipal parks and trails need accessibility improvements. Loops, linkages and connectivity between trail systems and residential neighbourhoods



(particularly new subdivisions) are needed and desired. There may be opportunities to work with private landowners to facilitate connections. Schmidt Lake at Greenock Swamp is underutilized. There is currently no park east of Yonge Street.

- 35% of telephone survey respondents and 51% of online survey respondents think the Municipality's parks, the Saugeen River Trail and/or the Saugeen River Rail Trail require improvements. The top suggestions were more trail connectivity to create a linked system, more walking paths within parks, washrooms and water fountains and dog off-leash areas. There are concerns about safety on the trails, including need for more lighting, patrols and unhoused people in illegal encampments.
- There are mixed views among Council, staff and stakeholders regarding need for an off-leash dog park and its proposed location at Riverbend Park.
- A majority of user groups (75%, or 21 of 29 survey respondents) do not use trails in Brockton to

run their programs, activities and events. Among those that do, the most popular are the Brant Tract Trails, Bruce County Rail Trail and Saugeen River Trail. Suggestions for trail improvements include more/improved trail heads (e.g., parking, trail maps/details, washrooms), amenities along trails (e.g., washrooms, benches, picnic spots, bike repair stations) and others.

- Residents vary in their use of Saugeen River access points: a majority of telephone survey respondents (82%) indicated their households do not use Saugeen River access points in Brockton, while a majority of online survey respondents (69%) indicated they do. The most popular access points are at Lobies Park and Bruce Road (Durham Street - Tim Horton's).
- Residents have mixed views on whether improvements are needed to water access points. While 61% of telephone survey respondents think nothing more is needed, 38% of online survey respondents think there could be improvements and 28% are uncertain. The top

suggestions are more waste receptacles, parking, washrooms, safety signage, water/shore clean-up programs and non-motorized boat launches.

- Similarly, a majority of user groups (93%, or 26 of 29 groups) do not use Saugeen River access points in Brockton to run their programs, activities and events. As with residents, the most popular access points are Lobies Park and Bruce Road (Durham Street - Tim Horton's).
- Interviews with Council, staff and stakeholders cited a need for safety/location markers along the river, and protection of the integrity of the natural ecosystem and the river's useability by local fishers and residents.

Service Delivery

- Resident survey respondents indicated their willingness to contribute to the development/improvement of recreation facilities, parks and programs through volunteering to source private sector grants/donors/sponsors, donating an amenity for a park (e.g., bench,



tree, picnic table), joining a “Friends Of” group (e.g., parks, Saugeen Trail), organizing/assisting with local fundraising events, donating money to a capital campaign and paying more fees to use services.

- A majority (54%) of user groups think the Municipality of Brockton could better assist them in developing and providing their activities through assistance with funding applications, marketing and promotion, volunteer recognition, fundraising and communications. Most user groups (57%) indicated they would help with fundraising activities for facility development. A majority of groups are uncertain about paying higher user fees (50%) or contributing capital costs (54%) toward developing/improving facilities.
- The one-on-one interviews revealed that Council is split in members’ support for additional recreation spending versus fiscal responsibility. In general, Brockton’s spending on parks and recreation services is fairly conservative; new projects are reliant on government grants and Brockton residents are

disinterested in tax raises to fund recreation. There are competing priorities between expanded recreation needs resulting from new residential developments, and the infrastructure needs (e.g., roads maintenance) of Brockton’s rural/agricultural community.

- Residents indicated they learn about recreation services available in Brockton through a variety of sources including word of mouth, social media, the Brockton Buzz municipal newsletter, Brockton Community Recreation Guide and municipal website. Though marketing and promotion has improved since the prior version of this Master Plan, some online survey respondents and 1-on-1 stakeholder interviewees said clearer communication is needed regarding recreation opportunities and registration deadlines.
- Resident survey participants suggested that more collaboration is needed between the Municipality, Bruce County, Saugeen Valley Conservation Authority and neighbouring communities to

ensure policies are aligned and complementary.

- User groups anticipate growth of 5 to 20% in their activity participation/attendance in the next five to ten years, primarily due to increased interest in their program/event focus, population changes in the age groups served and overall population growth in the area. As a result of growth, almost half (48%) of user groups indicate that additional access to facilities will be needed in the next five to ten years.



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Section 4: Recreation Programs and Events





4.0 Recreation Programs and Events

4.1 Introduction

Recreation programs and events are an important contributor to health, well-being and quality of life. They also play a key part in fostering social cohesion and a sense of community among residents, local organizations, government, businesses and visitors. Brockton's policy context places significance on recreation. Among the goals of the County of Bruce Official Plan (2010) are to "maintain the small community environment and enhance the quality of life in Bruce County" and to "ensure the provision of educational, social, recreational, health and cultural facilities and services to meet the needs and resources of County residents" (3.4.1.4i-ii). Walkerton's Community Official Plan (2017) reflects similar goals and includes relevant actions within its Recreation and Open Space policies to "[encourage] use of the Saugeen River for recreational and passive enjoyment of area residents and visitors" and to "establish a diverse range of recreation

opportunities for individuals and groups of all ages, lifestyles and abilities" (3.6.2a-b).

Brockton's 2021-2025 Strategic Action Plan¹ further recognizes the Municipality's commitment to recreation. Relevant strategic actions include promoting and developing community events, developing "more activity programming for all ages in the hamlets, working with local organizations whenever possible" and ensuring a range of activities take place in downtown Walkerton, including in the new Market Garden Park.

This section of the Master Plan assesses the current supply of recreation programs in Brockton and addresses the need for new and/or improved activities, with particular focus on efficiency and cost-saving opportunities. Activities considered include sport/physical activity, non-sport, arts, culture/heritage, general interest, social, well-being and nature-based activities.

Both structured/organized programs and events as well as unstructured/self-directed activities are considered.

4.2 Existing Program Delivery

The Municipality of Brockton offers a mix of recreation programs for children and youth, adults, seniors and families including active/sport, learning, card games, leadership courses/certifications and community events. These are complemented by offerings from local recreation groups/providers specializing in hockey, soccer, skating, ball, golf, curling, karate, cheerleading, dance, lawn bowling and other activities. Brockton is also home to service groups, fundraising clubs and recreation/event providers such as:

- Bruce County Public Library branches (Walkerton and Cargill)
- Chepstow Lions Club

¹ <https://www.brockton.ca/en/our-services/strategic-action-plan-2025.aspx>



- Walkerton and District Optimist Club
- County Towne Players
- Cargill/Greenock Swamp Promotional Committee
- Rotary Club of Walkerton
- Kinsmen Club of Walkerton
- Walkerton Kinette Club
- Walkerton Agricultural Society
- Cargill District Community Foundation

Table 4-1 shows a sample of recreation programs available in Brockton in recent years, including those offered by the Municipality and user groups. This is not an exhaustive list of current and past activities.

The Municipality should continue providing and supporting a variety of program options for residents and visitors of all ages and abilities. Staff should work with local groups/providers to ensure activities in demand continue to be offered in Brockton.

Community consultation (see section 3.2) revealed that minor hockey, skating and swimming are the top active programs used by Brockton

Table 4-1: Sample of Recreation Program Offerings

Age Group	Activity	Provider
Adults	Fitness classes (strength training, cardio circuit, yoga, spin, Pilates), drop-in pickleball, hockey (drop-in, Huff and Puff), karate, drop-in basketball	Municipality of Brockton
	Hockey, soccer, pool, Toastmasters, golf, curling, slo-pitch, ATV club, snowmobiling club, Greenock Swamp tours, theatre, Walkerton Adult Learning Centre, special events (e.g., meals, tournaments, author readings, performances)	User groups
Children and Youth	Fitness classes, gymnastics, basketball skills, dance, drop-in dodgeball, science/engineering classes, art classes, cooking/baking classes, First Aid training, Babysitting Course, Home Alone Course, day camps and P.A. Day activities	Municipality of Brockton
	Junior hockey, minor hockey, ball, soccer, skating, Girl Guides, karate, cheerleading, story time, Tween Club, Reading Club, EarlyON, special events (e.g., holidays, meals, fundraisers, fishing derby)	User groups
Seniors	Fitness classes, drop-in indoor walking club, line dancing, euchre, solo, bridge	Municipality of Brockton
	Lawn bowling, darts, Bingo, movie screenings, book club, special events	User groups
All Ages	Public skating (indoor and outdoor), recreational swimming; special events (Family Day, Canada Day, etc.)	Municipality of Brockton
	Movie nights, air shows, performances, special events (e.g., Summer Streetfest, Santa Claus Parade), etc.	User groups



households that responded to the online survey. Regarding non-active programs, residents indicated the most participation in community events and performances at Victoria Jubilee Hall. Groups that completed the user group survey indicated high engagement in their programs (8 to 500 participants/full capacity) and events (15 to 4,000 attendees). Groups' average estimate was that 72% of their participants/members live in Brockton. In one-on-one interviews, soccer, ball, hockey and skating providers said there has been strong growth in their programs. As reported by participating user groups in the survey, the events that drew the most attendees were delivered by Pigstock, the Cargill District Community Foundation, Walkerton and District Optimist Club, Bruce County Public Library - Walkerton Branch, County Towne Players and Walkerton FC.

Together, the collection of recreation providers and service groups serve as strong pillars to the community's success, complementing municipal program and event offerings.

Recommendations:

- PE1. Continue offering municipal programming for diverse age groups and interests.
- PE2. Continue supporting and promoting user groups that deliver recreation programs and events in the community.

4.3 New and Expanded Activities

Informal Social Hours

Several of the interviews conducted with municipal staff, Council and stakeholders cited a need to create social gathering opportunities for population groups, particularly seniors, youth, men, new parents and newcomers to Brockton. This demand was also reflected in the survey results, where social/club activities were the top non-sport program of interest and selected by 53% of 104 households that responded to the online survey (in the telephone survey, 20% of the 50 households that responded to this question indicated an interest in social/club activities). These kinds of activities

are important for building communities of support.

In addition to being an inherent need, social connection is also a fundamental component to a healthy lifestyle. It can lower anxiety and depression, help regulate emotions, and lead to higher self-esteem and empathy. In today's age of busy lives, it is a commodity that is becoming sparse, and in a post COVID-19 Pandemic era, we are starting to understand the cruciality social connections are in healthy communities.

For example, studies have found that men experience more social isolation than women, and evidence suggests that the way in which men and women experience social isolation and loneliness is different. Historically, mental wellness research and public policy debates have not focused on men. Middle-aged men are often more isolated and disconnected from others. The purpose of men's groups is to encourage positive psychological growth and generally provide opportunities for men to find and form new friendships. While informal men's groups might exist through the participation of



organized sports, for individuals who are not physically active, a gap remains. One way to bridge this gap is through the implementation of social groups specifically for adult men.

Through the Programming Coordinator staff position, and on the advising of the Parks and Recreation Committee, the Municipality should develop drop-in times for dedicated population groups to socialize and/or share a potluck. Timing should correspond to the age groups' availability (e.g., morning for new parents, late morning for seniors, weekends or after school for youth, evenings or weekends for adult men and newcomers to the community) and interest (e.g., weekly, bi-weekly, monthly, quarterly). Cargill Community Centre is recommended as a meeting space as its front room is accessible, appropriate in size and includes a kitchen, washroom facilities and nearby outdoor space. When the weather is conducive for gathering, these social hours could be held outdoors at Centennial Park, Heritage Garden Park and/or the new Market Garden Park.

Short-Duration Programming

Short-duration programming (e.g., workshops, lesson series) is an effective way to help ensure resources are dedicated to activities where there is interest, uptake and success in the Municipality. This model of programming allows community members to explore different topics; for some, it could be the first step to engaging in an activity that captures their interest. It is ideal for learning new skills and is appealing to many adults, as an ongoing commitment is not required upfront. This approach also makes use of local knowledge and skills and is an opportunity for local artists, artisans, teachers and experts to increase their exposure, share their knowledge, build awareness of their skills and serve a broader market.

By testing out new programs using a "try it" model, the Municipality can also gauge community interests in particular areas before dedicating greater resources to long-term programming. If a short-duration program is successful and participants want to engage further, the Municipality can then explore opportunities for longer-term extension.

Brockton can support development of new and diverse activity opportunities with municipal facilitation and support provided through the Programming Coordinator. These small-scale, one-time workshops/activity days can be led by teachers, leaders, artists and experts in the community (e.g., dance lessons, painting nights/classes, drama/improv group, pickling and fermenting tutorial). Seek input from participants and instructors using Build Your Brockton, the Brockton Buzz and social media accounts.

Currently, Brockton's recreation programs in cooking, baking and art are designed for children. The online household survey indicated broader community interest in visual arts (e.g., painting, photography), culinary arts (e.g., cooking, baking), literary arts (e.g., creative writing, calligraphy) and wellness programs (e.g., tai chi, mental health). Ideally, short-duration classes should be accessible to multiple age levels so that youth (aged 13-18), adults and seniors are all welcome. Use the Parks and Recreation Committee to advise on development



Case Study:

Westboro Brainery in Ottawa is a successful model for this type of short-duration, citizen-led programming delivered with limited municipal resources. Single-session classes up to 3 hours in length are offered at affordable prices (\$0-\$60) for community members aged 14 years and up, led by local instructors ranging from seasoned professionals and quasi-experts to passionate enthusiasts. Those with little to no teaching experience deliver their first class pro bono and receive access to a free class by another instructor as compensation. Provided the class is generally well-received and there is interest in additional sessions, future teaching is compensated at an hourly rate.

Classes are typically held at community centres, municipal facilities, music schools, parks, cafés, pubs and churches. Members of the public are encouraged to contribute ideas for new classes and sign up to share their own skills or knowledge. Past classes at the Brainery have included:

- Intro to Crocheting
- The 5 Rs of a Zero Waste Life
- How to Make Seriously Good Pie
- Foraging Fundamentals
- Homeschooling 101
- Bullet Journalling
- Handmade Holiday Cards
- Food and Menu Planning for Summer Camping
- Intro to Improv
- How to Start Your Own Podcast
- Pickling 101
- Bead and Tassel Necklace Workshop
- Calligraphy 101
- Artisan Bread Basics
- Cross Stitch 101
- Henna Art DIY
- Dairy-Free Foods Workshop
- The Art of the Butter Tart
- Gnocchi Workshop
- How to Green Clean Your Home
- Intro to Collage
- Sketching Fundamentals

Modelled on the vision of the Brooklyn Brainery in Brooklyn, New York, the Westboro Brainery is a program initiative of the Dovercourt Recreation Association (DRA), a non-profit, charitable organization formed in 1977. For 35 years, the DRA has managed the Dovercourt Recreation Centre through a service agreement with the City of Ottawa. This fully accessible facility is part of the City's recreation system and serves 15,000 clients each year. The DRA is empowered to select programs that suit the Westboro community's needs and deliver them both at the Centre and satellite facilities. The DRA is supported by in-kind and cash funding from the City of Ottawa as well as sponsorship from local businesses, government grants, fundraising and partnerships with community groups and volunteers.



of these programs, given the diversity and representation of member demographics. Partner with user groups such as the Brockton Art Committee, Music in the Park and County Towne Players to get the word out. Consider promoting the community allotment gardens through classes on urban agriculture and growing your own food (perhaps in collaboration with the Adult Learning Centre).

Disperse activities across Brockton's community centre halls, pavilions and meeting rooms (Walkerton, Cargill, Elmwood, Chepstow). Following the delivery of each workshop or lesson series, the program should be evaluated to determine its success and community interest in repeated delivery, as well as any potential for expansion to a longer-term structure (e.g., recurring classes, seasonal programming, dedicated facility). Key considerations include community interest (i.e., how many people participated or indicated a desire to participate in that program topic and time of day) and capacity (e.g., availability and expertise of instructors, availability

and use of municipal facilities). Quick surveys/feedback forms should be distributed following each activity.

Unstructured Outdoor Recreation

As described in section 2.4, outdoor recreation and learning is an emerging trend in communities and time spent in nature has many proven positive outcomes for physical and emotional wellbeing. From the COVID-19 pandemic there has emerged an even greater appreciation for time spent outdoors in the natural environment: a cross-country survey by Park People² showed that appreciation for parks and green spaces increased over the pandemic and Canadians want to see expansion of parks-based community programming and events.

However, the need to make use of existing assets and resources – to encourage more residents and visitors to use parks, trails and water routes – has also been apparent. These open spaces have the potential to serve all age groups. The pandemic is not fully

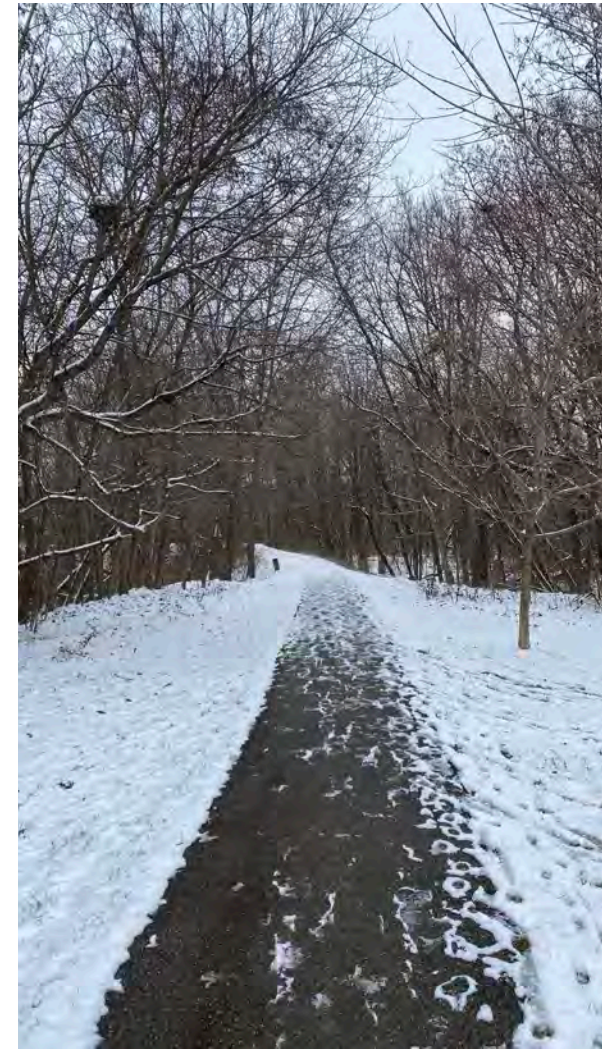


Figure 4-1: Saugeen River Trail

² <https://ccpr.parkpeople.ca/2021/>



over, so it is not yet possible to know if the increase in park and trail use will be permanent, but it is reasonable to expect that many people have developed new interests in spending time outdoors, and these interests will remain high. Coupled with increased awareness and concern about climate change, it is likely that interest in outdoor programs will continue to rise as people, particularly youth, seek to reconnect with nature and obtain a better understanding of ecology and the environment.

Current recreation activity on trails in Brockton varies and includes walking/hiking, ATVing, snowmobiling and cross-country skiing. Fly fishing is a popular activity on the Saugeen River. Most user groups do not (75%) use trails to deliver their programming, nor (93%) Saugeen River access points. As such, these assets remain underutilized.

Municipal interviews during the consultation phase identified trails as opportunities for events and programming. Potential new trail

activities could include guided nature hikes, children's story walks, educational/wilderness workshops, local ecology/tree/plant identification, bird watching and school field trips. Unstructured trail activities could include geocaching, fitness exercises, an Indigenous knowledge walk or art walk.

Water-based activities such as canoeing and kayaking were among the top new programs of interest by online survey respondents. There may be opportunity to work with local leaders/groups to deliver short-term programming on the Saugeen River such as learn to fish, learn to kayak, learn to canoe and guided river tours.

The Grey Bruce Public Health Unit's PLAY initiative encourages all residents of Bruce and Grey counties to make physical activity an important part of every day.³ PLAY promotes active living, especially for populations that face health inequities such as youth, girls, newcomers and lower-income families. An expansion of unstructured recreation

opportunities in Brockton endorses the goals of the PLAY charter.

Mood Walks⁴ is a province-wide initiative that promotes physical activity in nature, or "green exercise," as a way to improve both physical and mental health. Led by the Canadian Mental Health Association, Ontario, in partnership with Hike Ontario and Conservation Ontario, Mood Walks provides training and support for community mental health agencies, social service organizations and other community partners to launch educational hiking programs, connect with local resources, and explore nearby trails and green spaces. In 2016, the Mood Walks for Youth in Transition project supported 41 organizations across Ontario to launch new hiking groups for youth who are at risk of, or experiencing, mental health issues. Programs like Mood Walks also align with getting active outdoors in nature, which is the experiential link necessary to developing an appreciation for the natural environment and a conservation-minded perspective, which appeals to youth today.

³ <https://playbrucegrey.com/>

⁴ <https://www.moodwalks.ca>



“Animating” outdoor programming to attract existing and new users – including vulnerable and hard-to-reach populations – has been identified as a best or “next” practice by leaders. Through the Programming Coordinator, the Municipality of Brockton should explore integrating public art installations, performing arts, heritage or culture activities on trails, working with user groups such as the Brockton Heritage Committee, County Towne Players, Saugeen Artists Guild and local schools.

Another way to help create excitement and intrigue for trail users is through supporting geocaching recreation. Geocaching is a community-driven, family-friendly activity that can be enjoyed in trails, parks and open spaces. This GPS-aided, treasure hunt-like outdoor activity is facilitated through a number of online platforms. There is already geocaching activity in and around Brockton: currently, the Geocaching mobile app shows there to be approximately 107 geocaches in and around the area. Other Ontario municipalities have supported



Figure 4-2: Public Skating

geocaching as a facet of small-town tourism and recreation; a notable example is the Municipality of Highlands East, which has claimed the title of Canada’s best “GeoTour.” To support this self-directed, unstructured trail activity, the Municipality of Brockton (through the Programming Coordinator) should work with local geocachers to integrate geocaching with the regional trail system, develop a “Geocaching

in Brockton” information page on the municipal website and ensure that trailheads include geocaching activity icons where suitable.

Indigenous Placekeeping and Water Heritage

Brockton is located on the traditional territory of the Anishinabek Nation, the People of the Three Fires known as Ojibway, Ottawa and Potawatomi



Nations. The Chippewas of Saugeen and the Chippewas of Nawash, now known as Saugeen Ojibway Nation, are also traditional keepers of this land. In the spirit of truth and reconciliation, the municipality should build relationships with local First Nations communities and integrate Indigenous traditions, knowledge and practices with recreation, placemaking and placekeeping.

Placemaking is an international movement, defined by the Project for Public Spaces as the following:

“[P]lacemaking inspires people to collectively reimagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. . . Placemaking pays close attention to the myriad ways in which the physical, social, ecological, cultural, and even spiritual qualities of a

place are intimately intertwined, and we continue to be inspired by the visionary placemakers who have worked to promote this vision for generations.”⁵

The concept of placemaking has its roots in early human settlements where symbols/icons were used to represent community (e.g., totem, Inuksuk) and shared stewardship. Today's parks, trails, open spaces and public art continue these stories of place.

Placekeeping focuses on the “long-term maintenance and management of public spaces” through quality partnerships, participation and governance.⁶ In comparison to placemaking, placekeeping adopts a more active role, promoting stewardship and care, “prioritiz[ing] ecological, historical and cultural relationships.”⁷ Initiatives rooted in placekeeping present opportunities to co-design with Indigenous communities through creative engagement, “address[ing] Indigenous worldviews, ways of knowing and methodologies that can reveal the local narratives at

the heart of place... and shape a holistic environment that is meaningful.”⁸

The Municipality of Brockton has an opportunity to co-develop placekeeping efforts and recreation programming with local Indigenous groups. These activities may include Elder-led learning programs on Indigenous worldviews, environment and natural systems, as well as community art projects, collaborative events, tours/walks, smudging ceremonies, sharing circles, outdoor education, interpretive signage along the Saugeen River/trail system, etc. Given Brockton's water heritage and legacy of water resiliency, initial programming should celebrate the community's positive ties to this theme.

All activities should be grounded in gathering, healing, truth, reconciliation, stewardship and volunteerism. Youth, seniors, families and the Brockton Parks and Recreation Committee should be consulted to ensure activities are provided for diverse ages, abilities and income levels. Art and water elements

5 Source: “What Is Placemaking?” Project for PublicSpaces, 2007, <https://www.pps.org/article/what-is-placemaking>

6 Dempsey, N. & Burton, M. (2011). Defining placekeeping: The long-term management of public spaces. *Urban Forestry & Urban Greening* 11(1), doi: 10.1016/j.ufug.2011.09.005.

7 <https://www.evergreen.ca/blog/entry/through-an-indigenous-lens-a-shift-from-placemaking-to-placekeeping/>

8 Soland, P. (2020, May 20). Placekeeping. Council for Canadian Urbanism. Retrieved from <https://www.canu.ca/post/placekeeping>



should be integrated wherever possible. Community-building activities could include painting a community canoe/public art piece, fishing/boating on the river, tour of the Walkerton Clean Water Centre, community picnic/swim/water balloon toss at Centennial Park, neighbourhood sprinkler crawl, etc.

The free online resources provided by Indigenous Corporate Training Inc. are good resources for ensuring consultation and partnership with Indigenous communities is grounded in a Nation-to-Nation/government-to-government approach that acknowledges Indigenous self-governance. Another good resource is the Civic-Indigenous Placekeeping and Partnership Building Toolkit⁹, written by Tanya Chung-Tiam-Fook for Evergreen and Future Cities Canada.

Recommendations:

PE3. Develop drop-in/informal social hours for dedicated groups (e.g., youth, new parents, seniors, newcomers to the community).

- PE4. Expand supply of non-sports programming by providing more short-duration programming models (e.g., pilots, workshops, try-it days, program packages, drop-ins).
- PE5. Provide opportunities for programming on trails and the Saugeen River, including self-directed unstructured activities.
- PE6. In the spirit of truth and reconciliation, engage local Indigenous groups to co-develop programming that celebrates Brockton's water heritage.

4.4 Program Planning, Evaluation and Promotion

Planning

Beyond the need for internal planning activities, joint service planning by all key providers in the community should occur on a regular basis, with a view to integrating the efforts of all in the parks and recreation system. The Municipality should take the lead in instituting planning activities with this core group of organizations covering several general tasks to align with annual budgeting:

- verifying community service needs/demands
- determining which of these can be addressed
- detailing the program/service response by area (parks, trails, facilities, programs and/or delivery)
- determining the delivery method and, if appropriate, the organizations to share in provision
- developing budgets to support the action(s)

⁹ <https://futurecitiescanada.ca/portal/resources/civic-indigenous-placekeeping-and-partnership-building-toolkit/>



Figure 4-3: Fitness Class at the Elmwood Community Centre

This promotes a comprehensive approach to service planning and provision. Regular meetings provide a venue for collaboration, problem solving and for new partnerships and efficiencies to flourish. Led by the Programming Coordinator staff position (and/or another position such as a Special Events and Volunteer Coordinator), these roundtable meetings should focus on reviewing

program activity and event tracking data to evaluate success, avoid duplication and support future planning. Ongoing program/service monitoring and evaluation is needed to inform service planning and respond to verified demand.

This recommendation is reflected in the 2021-2025 Strategic Action Plan (“Convene a regular annual get-together with local service clubs to compare

plans and projects, including those of the Municipality, and to discuss how Brockton can help and support each other”) and was suggested in one-on-one interviews conducted with community stakeholders.

Partnerships among participating organizations should emerge in response to specific required actions, which may be continuous or self-limiting, depending on the initiative. They will also constitute different contributions to service delivery (e.g., municipal space for a program, run by a volunteer group, with guidance from the Health Unit).

The number of sessions per year in which all participants should engage can be determined collectively. At least one full-group session per year, however, would be required (e.g., beginning of the calendar year, end of recreation year, etc.) and likely supplemented by smaller group meetings throughout the year to deal with specific topics emerging from the collective session or unforeseen issues. Events, for example, may require separate groups/sessions and include the business community in planning activities.



The first planning activity noted above, “verifying community service needs/ demands,” will involve periodic research to clarify program and service needs by age group, content and delivery method. The Master Plan surveys revealed areas of interest that can be used as starting points for further investigation with the community. Those that emerged as most preferred and can be offered most easily should be pursued first. Moreover, programs that can potentially address several areas of interest simultaneously should be considered in the early stages of new service development. The act of coming together itself will facilitate communication among the various organizations involved in sport, recreation and heritage services and contribute to innovative ideas for collaboration in areas of mutual interest/ benefit. It will also help identify areas of common concern among groups that can be addressed collectively. One of the key purposes of joint planning is to bring all interested/affected parties together to collectively identify where they can help/support each other and

pursue complementary objectives through joint efforts.

Parks and Recreation Ontario’s Manual entitled “Measuring Customer Value and Satisfaction for Parks and Recreation”¹⁰ is a practical guide to supporting service evaluation work. As noted in the Manual, it is “intended to enable providers of parks and recreation to easily and consistently assess customer value and related issues. [It] includes a common set of core questions and an enhanced set of questions that can be used by providers to evaluate the effectiveness of their programs and services, as well as advice on approaches to administering surveys” (p. 1).

The ability to evaluate progress will require annual targets that can be measured. For example, a program objective for an upcoming budget year may be to introduce four new programs in areas of particular interest emerging from the Master Plan’s consultation. As is the case now, each new program is essentially a pilot designed to optimize participation and should be evaluated upon completion to determine future

options to continue - with any required adjustments - or discontinue. The results of each year’s programming would provide the basis for reporting on outcomes and planning for the upcoming year. Volunteers’ experience should also be evaluated to identify areas where it can be improved to enhance the program so that existing volunteers will see their contributions are valued, and potential new volunteers will benefit from a well-designed approach.

Many commentators are predicting permanent shifts in the demand for recreation services post-COVID, and the need for municipalities to respond accordingly. The actual implications of the pandemic, however, will only become apparent over time. For example, the expectation that more people will continue to work from home on flexible schedules can be anticipated to translate into greater levels of demand for recreation programs/ access to facilities in traditionally non-peak times. Monitoring these factors will contribute to verifying anticipated

¹⁰ <https://www.prontario.org/public/training/Measuring%20value.pdf>



changes in recreation service needs and the need to adjust municipal delivery responses to this demand.

If the Master Plan's progress is monitored, evaluated and updated annually, and there are no major unforeseen changes affecting its continued relevance, it should undergo a comprehensive review and update in ten (10) years. A mid-term update may be required, however, if changing circumstances demand it (e.g., if internal or external factors result in significant unanticipated service needs).

Communication

A majority (64%) of online survey respondents indicated they learn about recreation services through word of mouth. This is a high proportion given the Municipality currently has a website, digital Recreation Guide (with printed distribution in the past), the Brockton Buzz e-newsletter and social media accounts (Facebook, Twitter, Instagram) from which recreation news is shared. Stakeholder interviews indicated that some residents are unaware of deadlines for children's

recreation activities or formation of new sports activities/clubs like pickleball. Households who participated in the online survey did not appear aware of the existing gymnasium sports activities held by the Municipality at Walkerton District Community School, because the top interest in new activities was in gymnasium sports. This communication gap should be addressed, and particular feedback can be solicited from community members to learn of any new/different gymnasium sports of interest (or preferred scheduling).

Communications channels can also be used by the municipality to promote its work in parks and recreation services. The Municipality of Port Hope, for example, produces an annual graphically portrayed "[Parks, Recreation and Culture Year-In-Review](#)" that summarizes the past year's work in developing, operating and maintaining these services. Much of this information is already available or would be captured in monitoring activities and could be used to produce an "annual report" to Brockton residents.

It was suggested during the consultation phase that a specific social media account could be used to promote recreation-related news and activities. Residents who are interested in recreational activities may be more likely to follow/subscribe to an account dedicated to this topic than general municipal updates. In the short term, it is recommended that the Community Services Department work closely with municipal staff who manage existing social media accounts to prioritize regular communication and promotion about recreation programs and events led by the municipality and community groups (e.g., registration deadlines, drop-in times, save the dates). This will help manage efficiencies and cost savings related to municipal communications.

In the medium to long term, if need persists, the municipality could consider creating a Facebook page specific to Recreation & Leisure in Brockton that is managed by the Programming Coordinator. Weekday morning posts (written by staff or simply re-shared from other community providers' pages)



could highlight any upcoming programs, events and news, resulting in the account serving as a reliable catch-all for Brockton-wide recreation-related activity.

Recommendations:

- PE7. Institute formal recreation services planning and evaluation activities on a regular basis with major program/service providers.
- PE8. Consider creating dedicated Recreation & Leisure social media accounts to promote activities.

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Section 5: Facilities





5.0 Facilities

5.1 Introduction

The facilities section addresses indoor and outdoor facilities that are programmed by the Municipality or scheduled for organized use by volunteer groups that deliver community programs and services. Section 6.0 of the Master Plan considers needs and opportunities to enhance parks, trails and water access locations with facilities and amenities for self-directed, casual use since these are often tied to the type of space being considered. Parks-based facilities of this nature include splash pads, skate parks, basketball courts, playgrounds, outdoor fitness equipment, picnic areas, etc. Figures 5-1 and 5-2 map the locations of existing recreation amenities in Brockton and Walkerton, respectively, including facilities, parks, trails and water access points.

5.2 Indoor Recreation Facilities

5.2.1 Overview of Supply

As shown in Table 5-1, indoor facilities for recreation comprise those owned by the Municipality, School Boards, the County Library, the not-for-profit and business sectors. The Library programs its own facilities. For facilities located in schools, their availability for community use outside of academic hours/activities depends on the policy of the respective Board. The Municipality has a reciprocal use agreement with the Bluewater District School Board for access to space free of charge for certain uses such as before and after school-based childcare programs.



Table 5-1: Indoor Recreation Facilities in Brockton

Name/Location	Owner*				Facilities/Spaces						Accessibility Status
	M	NP	OP	C	ice pad	hall	community / meeting room	kitchen	bar	gym	
Walkerton Community Centre											
290 Durham St. W.	X				1 - 80' x 180'	1 - capacity 300, fully accessible, basic sound system		1 - not commercial	1		
Horse Palace											
290 Durham St. W.		X			1 - 'unofficial' pad						
Victoria Jubilee Hall											
11 Jackson St. S.		X				300 seat peforming arts venue	6 rooms/suites available for long term or daily rental				
Elmwood Community Centre											
39 Concession Rd. 10	X					2 - Upper: capacity 300; Lower: capacity 200; both with video conference capabilities		2 - 1 small upper; 1 large commercial lower			partial

* M: Municipal, NP: Not-for-Profit, OP: Other Public, C: Commercial



Table 5-1: Indoor Recreation Facilities in Brockton (continued)

Name/Location	Owner*				Facilities/Spaces						Accessibility Status
	M	NP	OP	C	ice pad	hall	community / meeting room	kitchen	bar	gym	
Cargill Community Centre											
999 Greenock-Brant Line, RR 1	X					1 - capacity 450; seating 325 - 350	1 - capacity 60	1 - commercial with separate entrance	1		full
Bradley School House											
1682 Side Road 5	X						1	1 - small			none
Chepstow Lion's Park Hall											
445 Chepstow Rd.		X				1 -					
Walkerton Golf & Curling Club											
164 Bruce County Rd. RR 2		X			1 - 4 sheet	1 - capacity 100	1 - capacity 85	1			
Walkerton Public Library											
253 Durham St	X										
Cargill Library											
1012 Greenock	X										
Sacred Heart High School											
450 Robinson St. Walkerton			X							1	

* M: Municipal, NP: Not-for-Profit, OP: Other Public, C: Commercial



Table 5-1: Indoor Recreation Facilities in Brockton (continued)

Name/Location	Owner*				Facilities/Spaces						Accessibility Status
	M	NP	OP	C	ice pad	hall	community / meeting room	kitchen	bar	gym	
Walkerton District Community School											
1320 Yonge St. Walkerton			X							2	
St. Teresa of Calcutta											
81 Cemetery Walkerton			X							1	
Mary Immaculate School											
6 Ann St. Chepstow			X							1	

* M: Municipal, NP: Not-for-Profit, OP: Other Public, C: Commercial

Brockton Parks and Recreation Facilities

- Park
- Natural Area of Interest
- Conservation Area
- Water Access Point
- Walkerton Zoom In
- Trails

Existing Parks and Facilities

- p1 Cargill Community Centre and Park
- p2 Chepstow Park
- p3 Elmwood Community Centre and Park
- p4 Elmwood Lions Park

Existing Trails

- t1 Bruce County Rail Trail
- t2 Brant Tract

Existing Water Access Points

- w3 Saugeen River Access Point #3
- w4 Saugeen River Access Point #4
- w6 Saugeen River Access Point #6
- w7 Saugeen River Access Point #7
- w8 Saugeen River Access Point #8
- w9a Saugeen River Access Point #9a
- w9b Saugeen River Access Point #9b
- w10 Saugeen River Access Point #10

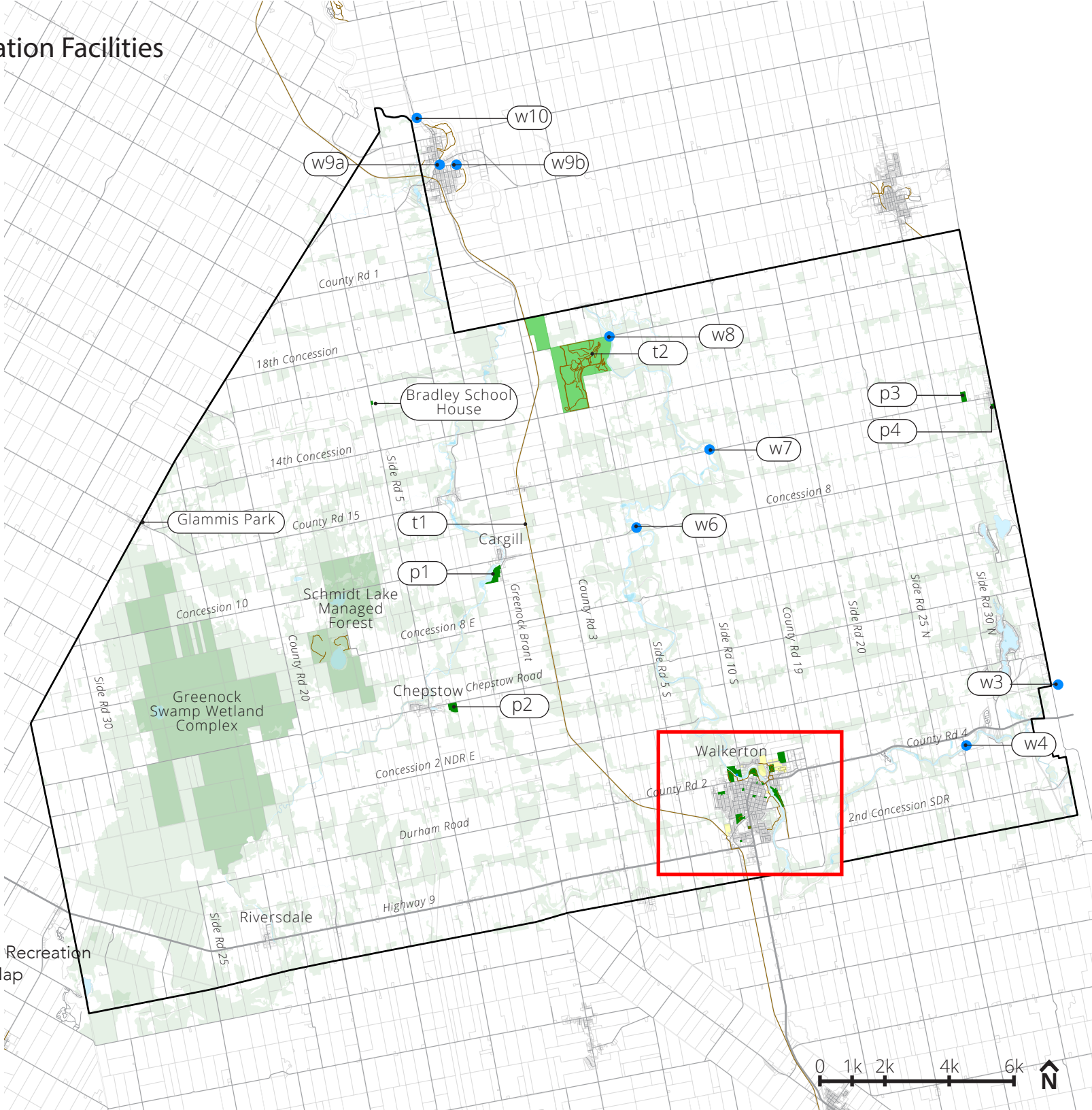


Figure 5-1: Brockton Parks and Recreation Facilities Context Map

Walkerton Parks and Recreation Facilities

- Park
- Water Access Point
- Trails
- Future Developments

Existing Parks and Facilities

- p5 Bruce Power Regional Soccer Park
- p6 Lobies Park and Campground
- p7 Riverbend Park (Bend Park)
- p8 Rotary Nature Park
- p9 Central Park (Tot Lot)
- p10 Market Garden Park
- p11 Memory Lane Park
- p12 Walkerton Community Centre and Park
- p13 Westwood Park
- p14 Walkerton Cenotaph and Lawn Bowling
- p15 Centennial Park
- p16 Heritage Water Garden
- p17 JDR New Park Subdivision
- p18 Brockton Community Garden

Existing Trails

- t3 Saugeen River Trail
- t4 Saugeen Rail Trail

Existing Water Access Points

- w5 Saugeen River Access Point #5

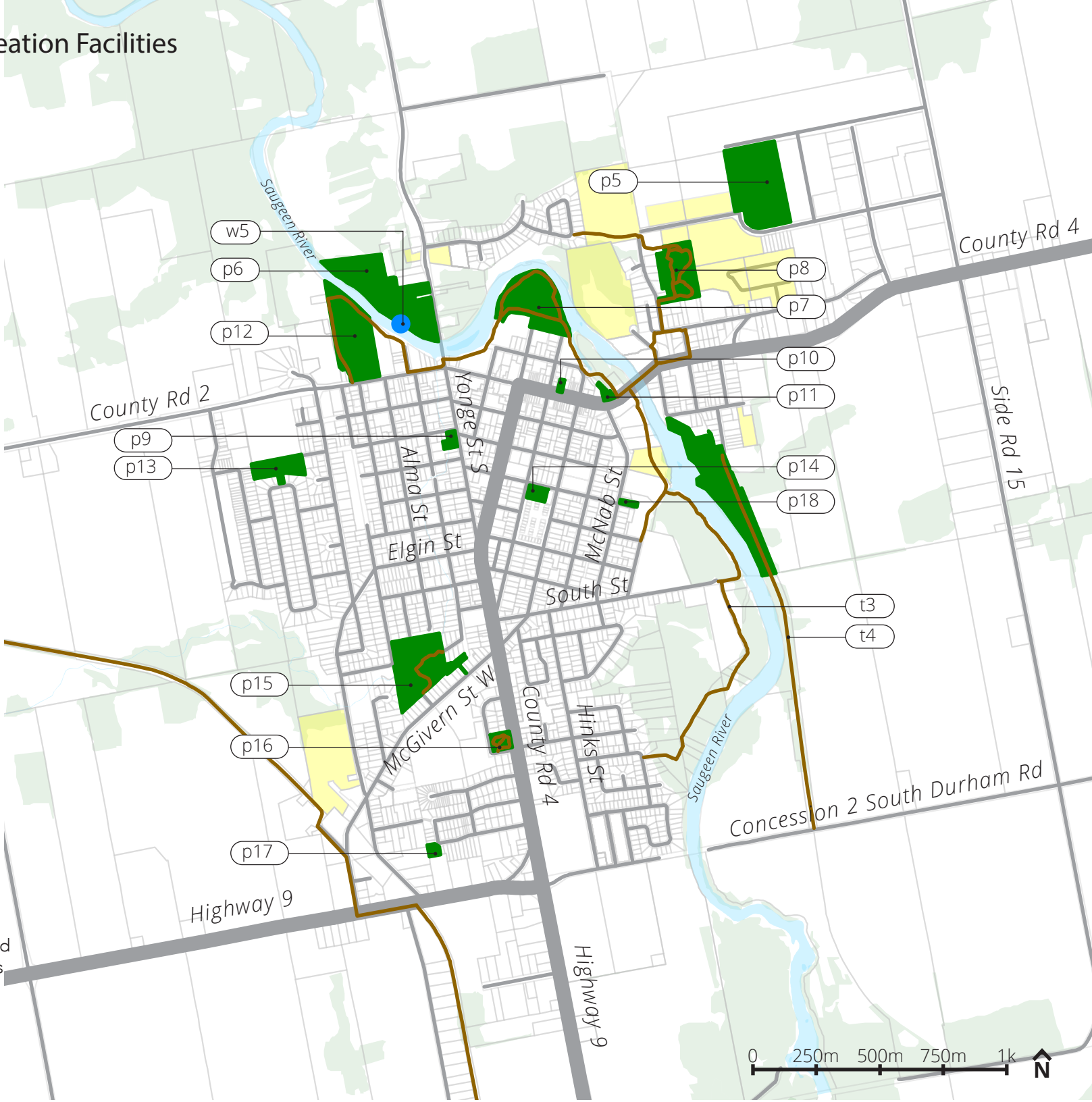


Figure 5-2: Walkerton Parks and Recreation Facilities



5.2.2 Needs Assessments

Ice Pads

Background

The 2011 Recreation and Leisure Services Master Plan¹ recommended (p. 5-6) that, in Phase 3 of a strategy to develop a sport fields/multi-use/arena complex, the Municipality construct a twin pad arena in conjunction with playing fields and a multi-use centre, phased as follows: develop a new single pad to replace the Horse Palace in the 3 to 5 year term and a second ice pad to replace the Walkerton Arena in the 5 to 10 year timeframe, based on continued demand for prime time ice of 90% or greater. In anticipation of this initiative, it was recommended that:

- the mobile ice making equipment for the Horse Palace not be replaced and that the Municipality contract prime time ice in neighbouring municipalities until a new arena was built
- investment in existing arena facilities focus selectively on achieving energy

conservation, accessibility and equipment maintenance benefits.

A 2014 Brockton Multi-Use Recreation / Municipal Office Complex Project study by Prism Partners Inc. concluded (p. 11):

“The existing Walkerton Community Centre has served the citizens of Walkerton and Brockton well in its 50-year history, and can continue to do so, but not at the level of service that is outlined by the Recreation Services Team requirements. In order to meet these requirements, wholesale renovation and expansion, leaving virtually no facet of the existing building untouched would be required.

The potential cost to renovate and expand the existing facility to meet present standards would still not alleviate many of the issues; namely, parking, lack of adequate storage space, susceptibility to flooding and would force compromises during the design due to the present building’s construction and condition.

Given the building’s age, location and potential for repurposing, we believe that the Municipality of Brockton should begin the process of planning for the replacement of the Walkerton Community Centre as its primary ice surface venue(s) and seek to repurpose the building once replaced. The decision to do so will result in a purpose-built solution that will serve the community for many years and will overcome the deficiencies and obstacles inherent in the existing facility and create significant cumulative operational efficiencies and cost savings in one building envelope.”

For various reasons, the Municipality did not act on the findings of these studies. The 2011 Plan directive and the many building deficiencies identified in 2014, therefore, remain and the arena has aged further. From 2020 to 2022, capital repair/replacement needs totaled \$304,000, as follows:

- 2020: chiller \$80,000; two HVAC units in hall \$22,000

¹ IBI Group, F. J. Galloway Associates Inc., Insights Inc. Final Report, July 2011.



- 2021: evaporative condenser and brine pump, various piping, valves \$100,000; replacement of central hot gas boiler \$55,000
- 2022: electrical panel components \$12,000 dehumidifier and stand \$35,000
- LED lighting is the next required replacement at \$50,000

The 2019 Building Condition Assessment Report and recent Black & Macdonald assessment of brine leaks indicates the need for the following within the next several years, along with estimated costs:

- plant room valves replacement (TSSA requirement) \$10,000, and header pipe replacement to address brine leaks \$65,000 (in 2023 budget)
- end of life compressors replacement \$120,000
- ice surface concrete pad replacement due to movement and deterioration of concrete and piping \$2-3 million

Other issues include increasing plumbing/electrical repairs, no

remaining office/storage space, and outstanding AODA improvements. At the time of its construction in 1972, the Walkerton Community Centre was in keeping with current arena design. In addition to aging, however, the arena is no longer a state-of-the-art facility. Making further significant investments to retain it is a concern, therefore, as this will not improve its inherent design and service limitations.

The last comprehensive building conditions assessment of the WCC was conducted in 2009. Given the facility's age, it is critical that full assessments occur every five years and include all components (mechanical, electrical, structural, HVAC) of the building. This will require the services of a qualified engineer to complete within the next year.

Current and Future Needs

The Master Plan study gathered information on current use of, and interest in, the provision of a new arena. The 2022 ice schedule was used to determine prime time use in relation to capacity.

The Walkerton arena exceeds the current operating hours - and therefore prime time - of many of the arenas in Ontario communities. While, historically, many arenas were open and busy from early morning until late at night, this is not typically the case today. Operating hours at the Walkerton arena during ice-in season are 7:00 a.m. to 12:00 a.m. end of August to mid-May, which totals 119 hours per week. Within this total, prime time comprises 4:00 p.m. to 12:00 am Monday through Friday or 40 hours, and all day/evening Saturday and Sunday or 34 hours. Weekly prime time, therefore, totals 74 hours (40 + 34).

In addition to use of the arena ice, prime time ice use that occurs elsewhere and would transfer to the arena if time was available totals 24.5 hours per week, comprising:

- Walkerton Minor Hockey, which regularly uses an average of 20 hours on weekday evenings between 5:30 and 10:30 at the Horse Palace.
- recreational ice users groups that collectively use 4.5 hours per week on a regular basis.



Table 5-2: Estimated Prime Time Ice Needs to 2036

Year	Population	Prime time ice needed as per 2021 per capita supply
2021 (current)	9,784	$86.75/9,784 = 0.009$ prime time hours per capita
2033 (end of Plan term)	11,780	106.0 hours prime time
2036	12,220	110.0 hours prime time

Adding these hours to the above weekly prime time ice use of 62.25 hours indicates that a total of 86.75 hours of weekly prime time are required to meet current needs.

Peak prime time ice use for the 2022-23 season totals 65.25 hours per week or 88.2% of prime time hours. Unused prime time ice is largely available at the end of the night, most often between the hours of 11:00 p.m. and midnight every day. The 2011 Master Plan found that between the 2007/08 and 2009/10 seasons, prime time ice use increased from 74.7% to 88% (p. 5-2). While it does not mean that use in the ensuing years has never exceeded 88% (and the definition of prime time used in the 2011 Plan was not

indicated) it is interesting to note that today's proportionate prime time use is comparable to that for the 2009/10 season. Moreover, it remains just below 90%, which is considered a good indicator of need for another ice pad.

In terms of future demand, Table 5-2 estimates the amount of weekly prime-time that will be needed by 2036, at the current per capita supply. These estimates use the 2021 Canada Census population for Brockton as the current total, and the projections noted in Section 2.2, and calculated for the year 2033. Although the term of the Master Plan ends in 2033, any major new recreation facilities will serve the community for many years beyond that timeframe.

As the estimates show, based on current operating hours and prime time use during peak periods, future demand for prime time will exceed that available on a single pad before 2033 (i.e., 74 hours per week, as noted above). In effect, it represents the equivalent of 1.5 pads (110/74). While these figures account for population growth, they assume consistent participation levels in ice activities over time. If participation rates change, actual demand will increase or decrease accordingly. In the Master Plan user group survey, respondents provided estimates of anticipated future participation in their programs. Four of five ice user groups (including both primary and secondary ice users) that responded to the survey anticipate participation increases in the next five to ten years ranging from 10% to 25%. Reasons other than population growth for these estimates include interest in the program/event focus of the group; cost to participate; an increasing focus on healthy, active living; socially interactive/fun programs; plans to provide new programs/events.



Other factors also lend support to the need for access to prime time ice in Brockton, beyond the estimate in Table 5.1. Information provided by Walkerton Minor Hockey and the Walkerton Figure Skating Club indicates the following:

- Minor Hockey increased from 26 to 34 teams between the 2015/16 and 2022/23 seasons (30%)
- Walkerton Figure Skating Club is very healthy in terms of numbers of participation, but growth is restricted due to limitations in access to ice as well as coaches. Some of the latter constraint is due to the need to catch up on training that was suspended during COVID. Pre-CanSkate and CanSkate are the Club's two primary programs, for which waitlists exist, and additional ice time for the Star 1-5 Figure Skating program cannot be accommodated in Walkerton.
- Demographically, minor hockey in Walkerton is experiencing rapid growth in participation among females and U11 boys, both of which are expected to sustain some level of increased need for ice time as they age through the program.
- Minor Hockey accounts for approximately 40 hours of prime time per week at the arena; Figure Skating uses approximately 8 hours of prime time per week.
- Both groups book time at arenas outside Walkerton, including Mildmay, Teewsater, Belmore and Hanover Arenas to access required hours at appropriate times (e.g., early weekday prime time hours for children and youth, weekend tournaments, etc.).
- Minor Hockey uses 25 hours of ice time per week at the Horse Palace, which is suitable only for practices, and that the group indicates interest in transferring to an arena in Walkerton.
- Figure Skating identified areas for program expansion including recently introduced adult skating lessons and potential new programs including CanPowerSkate, and a preference for having all its activities based in Walkerton.
- In addition to the minor sports groups, the arena must also continue to accommodate the Junior C Club.

Given past, and anticipated future, increases in participation suggests the need to increase the above estimate of prime-time demand beyond population growth alone. Assuming collective growth among organized users is 15% increases prime time hours to 126.5 hours per week or 1.7 ice pads.

Most important, though, is the anticipated lifecycle of a new arena and the need to anticipate the very long term. As noted above, the Walkerton Arena was constructed in 1972, and passed 50 years of service to the community in 2022. While population projections to 2072 are not available, it can be assumed that any major facilities built within the term of the Master Plan will be required to operate for another 40 to 50 years, which is a key consideration in their planning and development. Viewed from this perspective, providing a twin pad facility now will reduce the costs of providing two single pads in the very long term and will realize cost efficiencies in its design, construction and operations.



Other Considerations

There are several additional factors that will affect community support for, and use of, a new twin pad facility in Brockton:

- Not all Brockton residents support building a new, twin pad arena for reasons including opposition to paying for a major investment of this nature, and a view that too much focus is placed on hockey at the expense of other sport and recreation needs and interests.
- While user groups indicate a preference for a new facility, there is concern among some about the potential for increased ice rates, which would affect their ability to continue to afford the time they require while controlling costs and fees for members. Groups might move more use to other area arenas to take advantage of lower fees if there is a significant difference in fees at a new Brockton facility. Pricing policies for ice at a new arena, therefore, will be important to realizing potential use.

- The potential to design one of the two pads for year-round ice provision, based on a market assessment of demand for summer ice for hockey schools, training, etc.

The most recent description of a twin pad facility for Brockton comes from the 2014 Prism Inc. report (p. 5) and includes the following components:

- a single ice-surface meeting NHL or Olympic standards (85 feet x 200 feet or 100 feet x 200 feet) with a single auxiliary ice pad
- a minimum of six “right-sized” dressing rooms with two sized to accommodate junior C or Senior A team size requirements (including “separation” of teams and dedicated visiting team entrance)
- a referee dressing room capable of accommodating six referees simultaneously
- ice resurfacing machine garage with internal snow disposal and adequate equipment storage area
- facilities that separate players from spectators and opposing teams from each other

- a dedicated dressing room for a junior C or Senior A team with adequate storage from team equipment
- scalable community rooms able to accommodate various group sizes
- energy efficient mechanical and electrical systems capable of supplying auxiliary heat for other complex amenities and municipal offices
- adequate parking for spectators and dedicated visiting team bus parking
- snack-bar with capacity to serve a crowd of 1,200 spectators
- a fully accessible facility in compliance with the Ontario Building Code and the Accessibility for Ontarians with Disabilities Act
- adequate storage spaces for tables, chairs, etc. and necessary maintenance and support equipment

Future of the Existing Arena Building

The 2014 Prism report indicated investigating repurposing the existing arena building for indoor sports/activities. This remains an option for



the Municipality to consider as a follow up study to the provision of a new recreation complex: the transfer of all relevant use to a new arena and confirming the programs/uses to be accommodated in other components of the recreation complex.

A potential option for repurposing is an indoor turf field, which would complement the Bruce Power Regional Soccer Park and further the goal of Brockton's interest in becoming a regional centre for soccer through the provision facilities for year-round activity. The Township of Hamilton, Ontario repurposed an indoor rink to a turf field, with the financial support of local soccer organizations in exchange for priority access to the facility. The difference, however, is the size of the market served, which draws from a much larger population than Brockton would - and so should be a key factor in determining the viability of this type of initiative locally. Alternatively, multiple uses that are compatible and could not be met in a new complex (as discussed below) could be located in the decommissioned arena (e.g., indoor courts for tennis/pickleball, soccer, office

space for parks/programming staff, additional storage, etc.).

Should the Municipality not require the site for its own purposes, it could be made available to the County for affordable housing, for which there is a shortage in all Ontario communities. In the event, the Municipality anticipates the need for continued access to the Agricultural Society's building #3 for heavy equipment storage.

Conclusion

Collectively, therefore, the Master Plan's findings support the recommendations of previous studies to provide a new arena facility. The point made in the 2014 Prism Inc. report still applies. Providing a double pad facility now will "serve the community for many years and will overcome the deficiencies and obstacles inherent in the existing facility and create significant cumulative operational efficiencies and cost savings in one building envelope" (p. 11).

Ideally, timing development of the new facility should anticipate the need for at least one pad to be operational to replace the Walkerton Arena before

the concrete pad fails and requires the projected multi-million dollar investment to replace it.

The design of the facility and providing two ice pads within the building envelope, however, should also determine the market for year-round ice in one of the two pads and, if viable, incorporate these requirements in design/construction. The second pad would provide winter ice, and ice-out season use of the concrete pad for indoor programming and events. The second pad would provide winter ice, and ice-out season use of the concrete pad for indoor programming and events.

Once the twin pad facility is fully operational, a follow up study can be prepared to determine the future of the existing arena building and site.

The following discussion addresses the need for other indoor community recreation facilities that could be co-located in a complex with a new arena, and the requirements of a detailed feasibility study to confirm the various components, design and costs of its development.



Community Recreation Complex

Background

The 2011 Master Plan (p. 5-5) recommended that the Municipality develop a multi-use recreation space with a building area of 10,000 to 15,000 square feet and comprising the following components: a double gymnasium, meeting rooms, multi-purpose meeting rooms, a fitness room, a computer/gaming room, washrooms, change rooms, and a concession, to accommodate youth, seniors, teens, people with disabilities and other specialized audiences, as well as appropriate space to support sport tourism and a broad array of other recreational uses and leisure programming.

Other recommendations in the 2011 Master Plan led to the acquisition of land to develop a soccer park and the proposed multi-use community recreation centre. The site that was subsequently acquired is the East Ridge Business Park. The 2014 study by Prism Inc. considered the East Ridge Business Park site as the location for soccer fields

(now the Bruce Power Regional Soccer Park) and a community recreation centre to include a new twin pad arena, a gymnasium, an indoor walking track, the requisite parking, and a municipal office building². While the potential to repurpose the existing arena building for indoor sports/activities was suggested (pending a detailed study), redeveloping and expanding the Walkerton Community Centre to provide the proposed facility was not supported by the assessment. The East Ridge Business Park site was confirmed as the preferred site for major, co-located facility development. There is a 7.6+ acre parcel adjacent to the Soccer Park to accommodate up to a 90,000 sq. ft. facility with 450 parking spaces.

Despite these findings, there remains interest in the community in locating a new arena/community centre on the existing Walkerton Community Centre property. This position appears to focus on the Centre's central location within Walkerton and the advantages it offers relative to the East Ridge Business Park, which is located outside the urban core. This is a legitimate concern when

considering proximity to users and local businesses, and general visibility. However, through the recently approved Ministerial Zoning Order (MZO), the area surrounding the proposed Community Recreation Complex site will see a wide range of residential housing options built in the next few years, including two new apartment buildings, and two residential subdivisions. Many new residents will locate here and be provided with easy access to the Complex via connecting paths and sidewalks that will be incorporated in the area's development plans. At the same time, the work completed by Prism in 2014 points to many specific findings that informed the conclusion to exclude the WCC site from further consideration. Several of these are external to the facility itself and still present significant restrictions and/or costs:

- The existing site is within the mapped and regulated floodplain of Saugeen Valley Conservation Authority, which restricts development on the site. In 2014 this use would not have been permitted as a matter of course.

² The Master Plan does not address need for municipal offices.



While a provincial ministerial zoning order could override the restriction today, the environmental risks and insurance coverage to build on a designated flood plain would likely be substantial.

- The footprint of an expanded arena/community recreation complex would encroach on the Agricultural Society's lands and require the removal of structures.
- There are two storm drains that run under the parking lots between the arena and Agricultural Society's buildings #2 and #3, over which new construction cannot occur and would require costly new infrastructure should a re-route be possible.

Given these considerable barriers to development on the existing WCC site, and the alternative of a sufficiently sized, undeveloped parcel at the East Ridge Business Park, it is suggested that the Business Park be designated the site for future major recreation facility development.

Alternatively, the Municipality should initiate a review of previously considered sites for the development of a new twin pad arena (and community centre complex) to reassess the relative cost-benefits of a location at the existing WCC site, once a building footprint and associated space requirements are determined.

Current and Future Needs

The Master Plan study investigated community interest in indoor recreation facilities that could be provided in addition to a new arena. The majority of the 200 telephone survey respondents indicated none are needed (117 or 59%), 28% (56) responded positively and 14% (27) were uncertain. Among 313 online survey respondents, the majority (215 or 69%) support the provision of more indoor facilities, while 22% (69) and 9% (29) indicated none are needed or uncertainty in this regard, respectively.

The online survey respondents were requested to list up to three facilities that they think are most needed, other than the proposed arena³. Table 5-3

shows relatively high levels of interest in a track, pool, gymnasium, and a weight training/workout room.

Other facilities that were less often noted or more generally described were grouped together and included: banquet/events/community hall (18); indoor sports turf/soccer field (10); indoor courts: tennis (3), squash (8), racquetball (1); bowling lanes (3); community social space, games room (3); retail/restaurant (3); Municipal Office and Council Chambers (2); learning/conference room (2); Snoezelen/Sensory Room; something for people of all ages who have special abilities; indoor baseball, lawn bowling; men's shed; dry land training facility; storage for Heritage Collection; skateboard; paintball; batting cages.

Telephone survey respondents selected from a list provided and most frequently indicated need for the following:

- fitness centre/exercise room: 33% (24 of 72 total selections)
- multi-purpose space: 17% (12 of 72)

³ 19 respondents specified an ice pad or arena and 12 specified more than one ice pad



Table 5-3: Indoor Facility Interests from Online Survey

track (walk/run)	46 (35/3)	31 (31/0)	19 (18/1)	96	24.1%
gymnasium (mp* for sports/mp for courts)	23 (5/7)	20 (7/3)	22 (7/4)	67	16.8%
meeting space	9	15	12	36	9.0%
age specific space	1 (seniors) 2 (baby/child/indoor park/play space/earlyON)	2 (seniors) 2 (baby/child/indoor park/play space/earlyON)	2 (seniors) 4 (baby/child/indoor park/play space/earlyON)	13	3.2%
Total				399	100.0%

*multi-purpose

Table 5-4: Estimated Prime Time Ice Needs to 2036

Year	Gym	Workout	Track	Multi-Purpose	Meeting	Pool	Courts	Turf	Hall/Event	Arts	Kitchen
2011	X*	fitness**		X	X						
2014	X		X								
2022	X	X	X	X	X	X	X	X	X	X	X

*specified a double gym; **group vs. individual fitness was not identified

- group fitness/cardio space:13% (9 of 72)

User groups indicated the need for the following types of facilities of indoor sport and recreation: gymnasium (3), multi-purpose room (2), pickleball courts (1). Indoor facilities for other types of recreation activities and interests

included meeting space (4), event venue (2), performance space (2), arts/artisan studio (1), storage (2), kitchen facilities (2), seniors' space (1), and office space (1).

Table 5-4 summarizes the key facility interests that have been recommended in previous studies and those that emerged in the Master Plan's consultation, for consideration in co-locating with a new arena.



As Table 5-4 shows, the 'list' of facility interests has grown considerably since 2011. Some of these facilities are purpose-specific such as a track, and a workout/cardio room or area. Other spaces, however, can combine the facilities identified above depending on how they are designed and equipped. Multi-purpose space, for example, can accommodate active uses, meetings and arts/culture programming. A gymnasium can function as a multi-purpose space for a wide range of activities from traditional court sports to performance space.

A concept for the centre is required, therefore, to detail facility components, their configuration and design to optimize the use of all spaces for community recreation - including use of the arena floor(s) during the non-ice season, if relevant to the new ice pad(s). The following lists the facilities that should be considered as complex components in further planning work:

- gymnasium with indoor track
- multi-purpose space(s) for various programs/activities by type and size

- fitness / weight /workout room or space, the location/design of which should allow 24 hour secure access from the exterior of the building
- lobby for day-to-day socializing/ community gatherings
- commercial kitchen
- display and storage space for heritage collection
- secure storage by type, office, washrooms, changerooms, food services
- sensory room
- esports room

The first seven items noted above are considered core elements of the envisioned complex. Although relatively single-purpose spaces, a Snoezelen/ Sensory Room and an esports room could also be considered for inclusion in a state-of-the-art recreation centre in Walkerton.

A Snoezelen Room⁴ will contribute to the goal of accessibility and inclusion in recreation services. The Town of Caledon provides a Snoezelen Room at

Snoezelen or controlled multisensory environment (MSE) is a therapy for people with autism and other developmental disabilities, dementia or brain injury. It consists of placing the person in a soothing and stimulating environment, called the "Snoezelen room." These rooms are specially designed to deliver stimuli to various senses, using lighting effects, color, sounds, music, scents, etc. The combination of different materials on a wall may be explored using tactile senses, and the floor may be adjusted to stimulate the sense of balance. The person is usually accompanied by an aide or therapist.

Source: Wikipedia

4 <https://www.snoezelen.info>



its Caledon Centre for Recreation and Wellness.

Due to their specialization and focus these two facility components offer good opportunities for partnerships and targeted fund-raising campaigns with local and regional agencies that could benefit from their provision (e.g., school boards, medical and health organizations, etc.) and as community projects for local service clubs to assume. In planning the facility, the need to anticipate space for these is an initial step to providing them.

General planning considerations include integrating the indoor and outdoor components of the site, and orienting relevant indoor facilities to also serve outdoor areas of the Park (e.g., washrooms, changerooms, food services, etc.). It is also assumed that the complex will be technically equipped to accommodate (or anticipate) various uses (e.g., digital art, sensory experiences, e-sports, etc.)

Facilities Excluded from Consideration

An indoor pool and banquet hall should not be considered for inclusion in the recreation complex. Section 5.3 discusses the limited potential to viably support an indoor pool. As discussed below, Brockton is supplied with several high quality banquet facilities that - although not located in Walkerton - can accommodate more use and should be promoted for this purpose. The arena components listed in the 2014 Prism report include “scalable community rooms able to accommodate various group sizes.” Based on the above discussion on multi-purpose spaces, it is assumed that the need for these community rooms will be met and will serve both the arena and other complex components. Designing space for multiple uses by incorporating appropriate finishes and configurations (e.g., sprung floor, direct access to kitchen) and removable partitions promotes efficiencies in capital and operating costs as well as more concentrated use of facilities. Revenues generated from rentals, therefore, go farther towards offsetting the costs of

providing one multi-use space rather than several spaces dedicated to single uses (e.g., a banquet hall, a meeting room, etc.).

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Next Steps

Developing a community recreation complex comprising a twin pad arena and other indoor recreation facilities will involve several tasks to be completed as part of its design and cost considerations, which can be addressed in a study to include the following components:

- consultation with local and regional organizations/markets to determine



their anticipated use of a complex beyond that transferred from the existing arena, to confirm facility and financial implications (e.g., market for summer ice use, use of sensory space by health agencies, new uses of arena floor, etc.)

- a five year operating cost proforma that integrates existing and forecasted uses, detailed architectural concept and building program that focuses on multi-use design to optimize operating efficiencies, along with estimated capital costs and phasing, as appropriate, to finance development. A preliminary, conceptual site plan of the indoor and outdoor facility footprint was prepared by BMRoss in 2015 (see Appendix D).

Recommendations (align with Strategic Plan HCC1 and QoL13):

- FA1. Issue an RFP for a feasibility study on providing a community recreation complex to include a twin pad arena and other needed indoor facilities

including support for providing and phasing proposed new recreation components, and a review of previously considered sites to confirm the cost-benefit of a redeveloping on the WCC property.

- FA2. Time development of the new arena to anticipate the need for at least one pad to be operational, to replace the Walkerton Arena before the concrete pad fails and requires the projected multi-million dollar investment to replace it; decommission the Walkerton Arena.
- FA3. Determine the market for year-round ice in one of the two pads and, if viable, incorporate requirements in design/ construction, with the second pad providing winter ice, and ice-out season use of the concrete pad for programming and events.
- FA4. Conduct a follow up study on the potential need to repurpose the existing Walkerton Community Centre arena for future recreation services or the site's

suitability for conversion to an alternative use (e.g., affordable housing).

- FA5. Conduct an engineer-led comprehensive building conditions assessment of the WCC within the next year.

Existing Community Centres

Municipal: Elmwood and Cargill Community Centres

There are four municipally owned community centres in Brockton: Walkerton, Elmwood, Cargill and the Bradley School House. Municipal facilities are supplemented with community spaces owned by not-for-profit organizations including Chepstow Lion's Park Hall, Walkerton Legion Hall, Jubilee Hall, Walkerton Golf & Curling Club and the Agricultural Society.

Within the supply of municipal community centres there are four large halls. If Walkerton Community Centre Hall is removed due to its potential loss, the three remaining halls at Elmwood and Cargill Community Centres range from capacities of 200 to 400, and each has a commercial kitchen. Cargill also



has a meeting room with a capacity of 60. Elmwood Community Centre is fully equipped with video conferencing capabilities. Cargill Community Centre is fully AODA accessible, while the Elmwood building is partially so.

Both of these facilities could accommodate more programming and private rental uses ranging from social activities to business-related events. This consideration, along with the availability of many non-municipal facilities in the community indicates a more than sufficient supply of halls and no need for additional banquet facilities in Brockton. Introducing additional facilities of this type would undermine the future viability of both public and private venues.

The 2021-2025 Multi-Year Accessibility Plan includes the following upgrades for Elmwood Community Centre: the creation of two (2) fully accessible washrooms, the installation of permanent ramps and push-button entrance/exits and a lift from the main floor to the lower level, pending grant approval. These improvements will

broaden the potential for programming and rental uses at this location and provide two fully accessible community centres. In addition to this work, the focus for these two municipal community centres should be a formal, coordinated marketing/promotion plan on their availability and capacity for different types of uses. The Elmwood Community Centre is a jointly owned and operated facility by the Municipality of Brockton and the Township of West Grey. This endeavour, therefore, would involve both municipalities through the Centre's Board.

Commercial kitchens in both locations can also be promoted for use outside that associated with hall rentals. A Health Unit certified kitchen can be used for a variety of food and nutrition programs, as well as projects/activities related to its communal and/or commercial use. The potential to generate revenues from kitchen rentals and build use of existing facilities could be promising for the Municipality to investigate, in consultation with the Grey Bruce Health Unit. As an agricultural

community, local interest in developing food products could be compatible with the Strategic Plan's direction to, "support actions to raise agriculture's profile as an important trade with a decent income" (ED52).

The Township of North Glengarry is embarking on this type of initiative. Their website notes, "Now accepting bookings: The Township of North Glengarry has partnered with the Eastern Ontario Health Unit to launch the new "North Glengarry Community Kitchen" pilot project. This initiative will enable food producers to rent time at the North Glengarry Community Kitchen, located at the Maxville & District Sports Complex (25 Fair Street, Maxville) so that they can produce food items for resale. The cost is \$50 per day and food producers are required to have their Food Handlers Certificate and have their recipe validated by the EOHU."⁵

Other provinces appear to be considerably farther ahead in this area. The Government of Manitoba lists approximately 60 locations to, "Rent a local commercial community kitchen to

⁵ <https://www.northglengarry.ca/en/things-to-do/community-kitchens-program.aspx>



help further develop your food product idea. All these locations have a Food Service Establishment permit issued by Manitoba Health.”⁶

Municipal: Bradley School House

The Bradley School House is a small, largely locally serving space (e.g., family gatherings) that is very limited in its potential to meet wider community recreation needs. It was built in 1913 and most recently renovated in 1957. It is available for use from May to November only, due to the cost of continuing to operate the water filtration system for very limited use and no snow ploughing services in winter. Brockton allocates \$1,000 annually for maintenance and utilities. Other funding comes from donations, rentals, and occasional fundraising events.

The building is not AODA accessible, and has only one exit, which does not meet the Fire Code. There are no sprinkler and alarm systems. The roof, kitchen and other interior equipment/finishes need to be replaced. On balance, the costs to overcome these deficiencies are

not warranted, particularly as it relates to achieving AODA accessibility into and throughout the building. Other options to access community space offset the need for the Municipality to retain this property. Cargill Community Centre, for example, is 5km from the School House and, as discussed above, can accommodate additional use to support its operations. It is suggested, therefore, that Bradley School House be deemed surplus, and that proceeds from its sale be directed to other capital recreation projects.

Other Providers

Community spaces owned by not-for-profit organizations include Chepstow Lion’s Park Hall, Walkerton Legion Hall, Jubilee Hall, Walkerton Golf & Curling Club and the Agricultural Society. These are used by a number of the organizations that responded to the user group survey including Walkerton & District Optimist Club, County Towne Players and Jubilee Hall performing arts.

School Boards are also important facility providers. In addition to intramural use

of gyms, the groups that responded to the survey and use the high school gyms in Brockton include Walkerton Minor Ball, Walkerton FC, Pickleball, and the Walkerton & District Optimist Club.

Jubilee Hall is Brockton’s centre for the performing arts. It was purchased in trust for the community by the Architectural Conservancy of Ontario (South Bruce-Grey Branch). The building is 125 years old and was designated historic in 1979. It comprises a 300-seat theatre and rooms available for daily or long-term rental. The Municipality provides direct financial support to Jubilee Hall.

The Walkerton Golf and Curling Club has 500 members, 75% of whom are Brockton residents. It provides programs and events for those 13 years of age and older. The facility is club owned and operated. The Club anticipates an increase in membership ranging from 10.1% to 15% in the next five to ten years due to factors including population growth; interest in program/event focus; socially interactive/fun programs; plans to expand programs/

⁶ <https://www.gov.mb.ca/agriculture/onlineresources/community-kitchens-listing.html>



events. At the same time, there is interest in help from the Municipality to cover expenses to be able to continue offering curling to the residents of Brockton.

The Municipality can also strengthen its relationships with the owning organizations/agencies of these facilities to work towards an integrated, community-wide parks and recreation system. Opportunities to do so are discussed in Section 7.0 on the Delivery System.

Recommendations:

- FA6. Develop and implement a formal, coordinated marketing/promotion plan for Elmwood and Cargill Community Centres, in consultation with the joint Board of the former, to include facility availability and capacity for all potential uses.
- FA7. Consult with the Grey Bruce Health Unit to investigate using the halls' commercial kitchens for community programming and food producer rentals.

- FA8. Continue to work on achieving full AODA accessibility of Elmwood Community Centre.
- FA9. Retire and surplus the Bradley School House, and direct sale proceeds to other capital recreation projects.
- FA10. As per the Municipality's Strategic Plan (HCC4), continue to financially support Victoria Jubilee Hall to ensure its success and sustainability according to the vision set by its Board of Directors, which promotes arts and culture in the community.

5.2.3 Asset Management

The Municipality's 2021 Asset Management Plan assigns the following collective, age-based condition rating to Brockton's recreation and cultural buildings and facilities:

- 77% very poor, which aligns with the proportion identified as having no service life remaining
- 8% poor
- 8% fair
- 6% very good

The recommendations from the AMP (p. 69) are current and so replicated here.

Recommendation (align with Strategic Plan MG102):

- FA11. Continue to implement the 2021 Asset Management Plan recommendations:
 - The Municipality's asset inventory contains a single or a few assets for all facilities. Facilities consist of several separate capital components that have unique estimated useful lives and require asset-specific lifecycle strategies. Staff should work towards a component-based inventory of all facilities to allow for component-based lifecycle planning.
 - A comprehensive structural assessment of all buildings & facilities is highly recommended to gain a better understanding of the overall health and condition of each facility to identify



accurate short- and long-term capital requirements.

- Work towards developing risk models and adjust according to an evolving understanding of the probability and consequences of asset failure.
- Work towards identifying current and proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

5.3 Outdoor Recreation Facilities

5.3.1 Overview of Supply

Table 5-5 shows that Brockton's supply of municipal, scheduled recreation facilities includes ball diamonds, soccer fields, a pool, tennis courts and lawn bowling greens. These are supplemented by school fields and tracks, a not-for-profit golf course and a commercial golf course. As with indoor facilities, community use of school fields

occurs outside academic hours when not required for school purposes.

5.3.2 Needs Assessments

Ball Diamonds

There are ten (10) ball diamonds in Brockton that are available for scheduled activity:

- seven (7) municipal - three (3) lit at Walkerton Community Centre; two (2) at Cargill Community Centre, 1 lit; one (1) at Elmwood Community Centre, lit; one (1) at Lobies Park
- three (3) owned by the Lions at Chepstow Lions Park (2 lit)

The user groups that provided information use diamonds at Walkerton Community Centre, Cargill Community Centre, Chepstow Lions Park and Lobies Park. Some also use diamonds in other area municipalities.

Major users of municipal ball diamonds in Brockton are Walkerton Minor Ball and the Dirtpigs Foundation. Men's Slo-pitch also uses these facilities. In 2022, Minor Ball had 280 participants in its

programs, ranging from U7 to U18 and comprising:

- 9 boys baseball teams (+ OBA teams that include some of these players)
- 9 girls softball teams, with 30 players come from Hanover
- 6 U7 teams

This represents more than double the participation over that of seven years ago. In the past three to four years, participation has totaled between 270 and 300 annually. This growth is attributed to a surge in both baseball and girls' softball. It was noted that Walkerton is becoming a hub for girls' softball and attracting players from Hanover, which does not offer a program.

The Dirtpigs Foundation hosts the annual Pigstock tournament comprising 90 teams (averaging 15 players per team) for three days in August. They also use diamonds in surrounding municipalities for this event.

Although scheduling details on the use of the Walkerton Community Centre diamonds was the only available



Table 5-5: Outdoor Recreation Facilities in Brockton

Name/Location	Owner*				Facilities/Spaces								
	M	NP	OP	C	ball diamond	soccer field	lawn bowling green	tennis court	pool	golf course	track	rink pad	washroom
Walkerton Community Centre													
290 Durham St. W. (Centennial Park)	X				3 (all lit); 1 softball; 2 hardball								yes
Walkerton Community Pool													
10 James St. (Centennial Park)	X								1				
Walkerton Tennis Courts													
10 James St. (Centennial Park)	X							3 (lit)					
Walkerton Lawn Bowling													
207 Jane St.		X					1						
Cargill Community Centre													
999 Greenock-Brant Line, RR 1	X				2 (1 lit); softball	2							yes
Cargill Lawn Bowling Club													
999 Greenock-Brant Line, RR 1		X					1 (lit)						as above

* M: Municipal, NP: Not-for-Profit, OP: Other Public, C: Commercial



Table 5-5: Outdoor Recreation Facilities in Brockton (continued)

Name/Location	Owner*				Facilities/Spaces								
	M	NP	OP	C	ball diamond	soccer field	lawn bowling green	tennis court	pool	golf course	track	rink pad	washroom
Chepstow Lions Park													
445 Chepstow Rd.		X			3 (2 lit); softball							1	yes + concession
Bruce Power Regional Soccer Park													
50 Eastridge Rd.	X					3 minis; 3 fulls							
Elmwood Community Centre													
38 Concession Rd. 10	X				1 (lit); softball								yes + kitchen in building
Elmwood Lions Park													
Parker & Dirstein Sts.	X				1 scrub			1 - asphalt, poor condition					
Lobies Park & Campground													
20 Hannah St	X				1								yes + showers (for campers)
Sacred Heart High School													
450 Robinson St. Walkerton			X			1 full					1		

* M: Municipal, NP: Not-for-Profit, OP: Other Public, C: Commercial



Table 5-5: Outdoor Recreation Facilities in Brockton (continued)

Name/Location	Owner*				Facilities/Spaces								
	M	NP	OP	C	ball diamond	soccer field	lawn bowling green	tennis court	pool	golf course	track	rink pad	washroom
Walkerton District Community School **													
1320 Yonge St. Walkerton			X			1 full; 1 small					1		
St. Teresa of Calcutta													
81 Cemetery Walkerton			X			1 full					1		
Mary Immaculate School													
6 Ann St. Chepstow			X		1								
Walkerton Golf & Curling Club													
164 Bruce County Rd. RR 2										1 - 9 holes			
Whispering Hills Golf Course													
1144 Bruce County Rd 4 W				X						1-18 holes			

* M: Municipal, NP: Not-for-Profit, OP: Other Public, C: Commercial

** Cafeteria and library available for community use



information, these are the most heavily used of all facilities on a regular basis - and largely by Walkerton Minor Ball, as shown in Table 5-6. The schedule does not include Minor Ball's Ontario Baseball Association (OBA) Rep Teams. In 2022, there were two rep teams and practices were held where field schedules allowed.

Sunday evenings have recently been added to the schedule at Walkerton Community Centre, which represents use that is typically 'outside' that is considered to be prime time for summer community sports⁷. Fridays and Saturdays are only occasionally used for practices, as required. The two Cargill diamonds are the primary practice diamonds, and the diamond at Lobies Park has been used for the past several years for the U7 level. It is scheduled four nights per week.

Without complete scheduling information for all fields in the community, it is difficult to determine the number of diamonds that represent an adequate level of supply for Brockton's current population. Available

Table 5-6: Walkerton Community Centre 2022 Minor Ball Schedule

	Diamond #1		Diamond #2		Diamond #3		Totals
	hours	level	hours	level	hours	level	
Sunday	2.0	U18 boys	2.0 2.0	U9 boys U18 girls	2.0 -	U11 boys open	8.0
Monday	2.0	U15 boys	2.0 2.0	U11 boys other user	2.0 2.0	U9 boys U15 girls	10.0
Tuesday	2.0 2.0	U11 boys U13 boys	2.0 2.0	U11 girls other user	2.0 2.0	U13 girls open	12.0
Wednesday	2.0 2.0	U13 boys U15 girls	- 2.0	NA U18 girls*	- -	NA NA	6.0
Thursday	2.0 2.0	U13 boys U18 girls	2.0 2.0	U11 girls other user	2.0 2.0	U13 girls other user	12.0
Totals	16.0		18.0		12.0		46.0

* typically booked for men's slo pitch but league was short a team in 2022; not usually available to minor ball

information indicates, however, that the Walkerton Community Centre diamonds are likely close to capacity use. The three lit ball diamonds can reasonably be assumed to provide 4.0 hours per evening each, which totals 60 hours of prime time per week at this location (4 hours x 3 diamonds

x 5 evenings). A total of 46 hours of regular use per week, as noted in Table 5-6, represents 77% of capacity excluding OBA rep team use. The Lobies Park diamond, which is unlit and also likely near capacity use given it is only suitable for U7 use. Although reportedly not well used overall, the

⁷ Monday through Thursday evenings is a more typical definition of prime time.



two Cargill diamonds are needed for practice. Regular seasonal use of the single diamond at Elmwood Community Centre and the three fields at Chepstow Lions Park was not indicated.

These findings suggest that, in terms of numbers alone, the six (6) diamonds (Walkerton Community Centre, Lobies and Cargill) are sufficient to serve current needs for regular season use with unused time at Cargill reflecting a slight oversupply. Four of the six diamonds, however, are lit. To directly compare lit and unlit diamonds in terms of supply, lit diamonds are considered the equivalent to two unlit diamonds. Collectively, therefore, supply totals the equivalent of ten (10) unlit diamonds or a population based ratio of 1 diamond per 978 people at the 2021 Census figure of 9,784. Using this same supply ratio, a total of 12 (unlit) diamonds will be needed to serve a 2033 population of 11,780 - or two more than the current 10 - for regular season use. This does not include use of diamonds for Pigstock, which requires access to many facilities for a short period of time.

A supply level of less than 1:1,000 population is high relative to many other Ontario communities and is likely a reflection of strong local participation in softball and baseball, fueled by recent growth. At the same time, available information indicates there are four relatively unused diamonds in Brockton (3 of which are lit) that could easily absorb additional use during the term of the Plan, even if participation levels increase. In the Master Plan survey, three diamond user groups provided estimates of anticipated future participation in the next five to ten years, ranging from 5% to 20%. Reasons other than population growth for these estimates include interest in the program/event focus of the group; cost to participate; easy to participate/limited time commitment; socially interactive/fun programs; need for more inclusive services; plans to provide new programs/events.

Two groups' reported need for additional access to ball diamonds in the next five to ten years, therefore, can be met with available facilities. At the same time, it appears there is

a need for a strategy to better align need by diamond type and use (e.g., softball, hardball, games, practices) and to implement capital improvements and maintenance improvements at diamonds that are used for community programming. If access to Chepstow Lions Park diamonds is needed to meet demand in the long term, an agreement covering shared cost/operating responsibilities and use will be required. Potential components of this strategy, to be clarified in consultation with all ball diamonds users and facility providers, include:

- the need for a dedicated hardball diamond(s)
- required capital improvements to diamonds designated for games and for practices
- types and levels of ongoing maintenance improvements required for games and practice diamonds
- addressing safety issues (e.g., netting requirements, back-to-back outfields at Walkerton Community Centre diamonds)



- division of responsibilities between Municipality and users (e.g., lining fields)
- improvements to back-to-back scheduling to allow sufficient diamond time for each user group

Plans for capital improvements for WCC diamond #3 currently include replacing existing deteriorating back stop with new posts and fencing; removing existing portable fencing on third base line and replacing it with new permanent fencing with top safety barrier (budgeted for 2023). An immediate need exists to upgrade the #3 diamond lights to LED, which has been budgeted for 2023. At both Elmwood and Cargill Community Centres, dugout shelter roof surfaces are indicated for replacement in 2023.

While this assessment indicates no need to add more diamonds to facility supply during the term of the Master Plan, it is based on partial data that requires verification through ongoing facilities planning activities, as discussed in section 5.5.

Recommendations:

- FA12. Activate underused facilities to meet demand for additional access to ball diamonds during the term of the Master Plan.
- FA13. Undertake LED lighting, post and fencing upgrades on WCC diamond #3, and consult with ball diamond user groups and facility providers to develop a strategy for required further capital and ongoing maintenance improvements to align with facility needs by type and use (e.g., softball, hardball, games, practices).
- FA14. Institute ongoing monitoring and tracking of ball diamond use to confirm population based supply ratio of 1 diamond per 978 people, for planning purposes.

Soccer Fields

There are eight (8) full soccer fields, one (1) small field, and three (3) mini fields in Brockton that are available for community use:

- Municipal fields include six (6) at the Bruce Power Regional Soccer Park (3 full fields and 3 mini fields), and two (2) full fields at Cargill Community Centre.
- Schools provide three (3) full fields at Walkerton District Community School (WDCS), Sacred Heart High School and St. Teresa of Calcutta, and one (1) small field at WDCS.

The user groups that provided information use soccer fields at Bruce Power Regional Soccer and at both secondary schools.

The primary user of municipal soccer fields in Brockton, at the Regional Soccer Park, is the Walkerton Football Club (FC). WDCS, Walkerton Figure Skating and Walkerton & District Optimists use a combination of municipal and school fields, for core programs and/or cross-training, or community events. Walkerton FC also uses fields in other area municipalities.

Reported 2022 participation levels in core programs that use soccer fields were 423 for Walkerton FC and 100 for WDCS. Walkerton FC's 2022



season review indicates an increase of approximately 150 participants over pre-COVID years. Much of the growth is attributed to a 45% increase in all Timbits levels (U4, U5, U6) and the addition of a new rep team in U11. The FC program includes all age groups from U4 to U18, two rep teams, and adult programming (pick-up and women's)⁸. It serves Brockton and other communities in Grey and Bruce Counties.

Regionally, Walkerton FC's U8 and U10 players participate in the Saugeen Mixed League circuit; U12, U15, U18 and adult all play within the Lakeshore Soccer League. Both these leagues consist of many teams from throughout Bruce and Grey and also experienced great growth in the 2022 season. Lakeshore Soccer League alone had 64 teams, nearly 20 more than a pre-COVID season. Due to the size and central location of the Bruce Power Regional Soccer Park, it has become a central hub for many of the season tournaments and festivals. A three-day OFSAA (Ontario Federation of School Athletic Associations) tournament was

hosted at the Soccer Park in June 2022. This growth is also contributing to a higher profile for the area within the larger soccer associations, including Elgin Middlesex Soccer Association (EMSA) and Southwest Regional Soccer Association (SWRSA).

Municipal data on hours of use at the Bruce Power Regional Soccer Park fields reflect this rapid growth in soccer activity for regular season programming and tournaments. The fields opened in 2017. In 2019 hours used totaled 479.0, and this figure had increased to 3,151.0 in the 2022 seasons. Due to the increase in participation by younger age groups, the current field arrangement at the Park is three full fields and 3 mini fields, as shown in Figure 5-3.

The primary field user groups in the survey anticipate participation increases in the next five to ten years to exceed 20%. Reasons other than population growth for these estimates include interest in the program/event focus of the group; cost to participate; easy to participate/limited time commitment;

socially interactive/fun programs; plans to provide new programs/events; the success of Canada's National Soccer Teams and participation in world competitions. Both primary user groups indicated a need for access to more fields in the next five to ten years. As with ball diamonds, without complete scheduling information for all fields in the community, it is difficult to determine the number that represent an adequate level of supply for Brockton's current population - which, in turn, can be used to anticipate the number of additional fields to provide by 2033. Moreover, the Soccer Park was developed to serve as a regional facility, for which projected facility needs cannot be based on local factors alone.

As noted above, there are other fields in Brockton at Cargill Community Centre (2) and three schools. More use of school fields was reported than those at the Cargill Community Centre, which do appear to host limited activity. Given the constraints on land area to add fields at the Regional Park, demand for use that materializes beyond that

⁸ In addition to summer programming, Walkerton FC works collaboratively with the Bluewater District School Board and Bruce-Grey Catholic District School Board to offer winter programming (Futsal) at school facilities.



to be accommodated at the Bruce Power site will need to be allocated to other facilities. While lighting fields is an option, it may not necessarily be the preferred way to increase capacity if it will create too much wear and tear on heavily used turf.

With five other fields available, and not collectively used to capacity, there appears to be sufficient supply to meet growth-related needs. The fact that school fields are used to a greater extent than those at Cargill Community Centre suggests the former are of higher quality and/or closer to the majority of users than the latter. Whether municipal or school fields are to be the focus of future improvements to better accommodate organized activity, is a consideration for the short term. If school fields are identified as the most promising locations for future use, this may require site-specific agreements with the appropriate Board for joint capital improvements and shared use. The key factor is determining priorities on where to focus investment beyond the Regional Soccer Park if it is required. This is

particularly important given short-term requirements for improvements, and major investments in washroom/concession building plans and parking lot relocation, at the Bruce Power fields.

Another consideration is the potential need to accommodate other field sports that, based on general trends, are gaining popularity in other communities. While soccer will likely maintain its

dominance for some time, participation in sports such as field lacrosse, football, and rugby is increasing, and municipalities are receiving requests to allocate field time for these types of activities. In some communities, the designation 'soccer field' has been replaced with terms such as 'playing field', 'turf field', 'multi-purpose field', etc. to reflect the need to accommodate a wider range of activities.

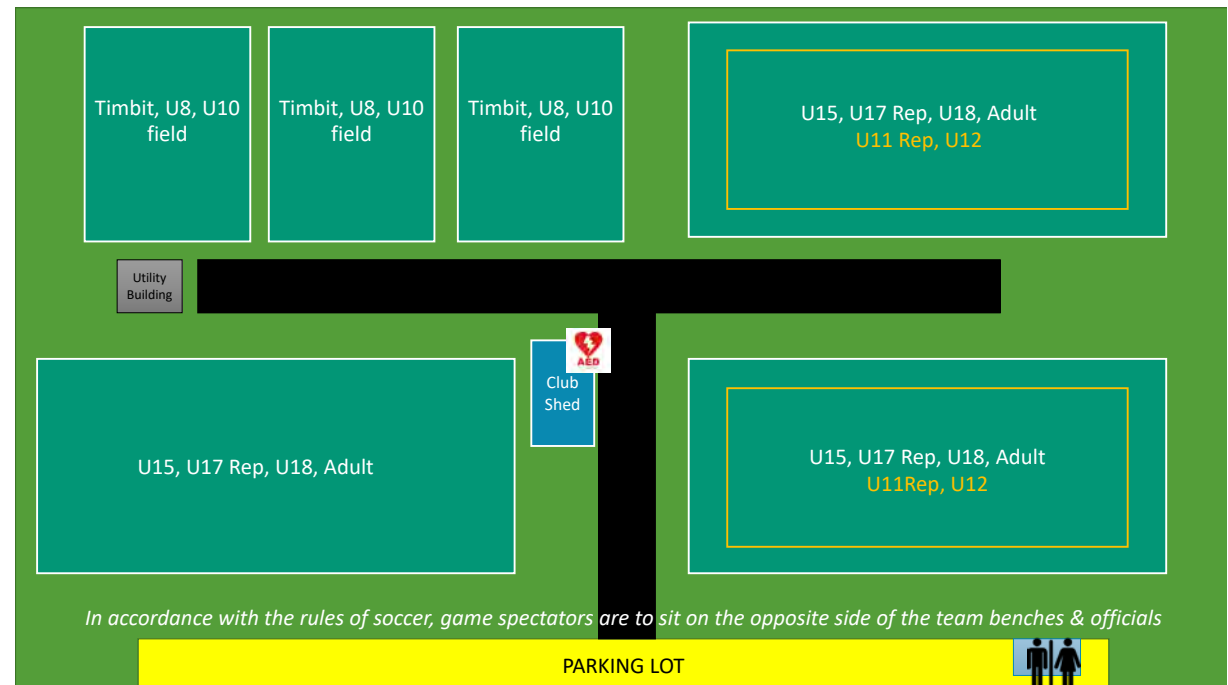


Figure 5-3: WFC Field Arrangement



As with ball diamonds, therefore, a strategy to address soccer field needs appears to be required and prepared with the input of all field users and facility providers. The Municipality has plans to address several required improvements at the Bruce Power Regional Soccer Park including site drainage and slope and implementing a new (2022) turf management plan. Other items to consider are:

- required levels of service (capital and ongoing maintenance) for games vs. practice fields if practice is to be relocated from the Regional Soccer Park at some point in the future
- addressing safety issues (e.g., protective netting at busy field locations)
- division of responsibilities between Municipality and users (e.g., lining fields)

While this assessment indicates no need to add more soccer fields to facility supply during the term of the Master Plan, it is based on partial data that requires verification through ongoing

facilities planning activities, as discussed in section 5.5.

Recommendations:

- FA15. Implement known, required capital and ongoing operations/maintenance improvements to the Bruce Power Regional Soccer Park to support its growing function as a hub for soccer activity.
- FA16. Consult with soccer field user groups and facility providers to develop a strategy for planning appropriate use of the community-wide supply of soccer fields in relation to the Bruce Power Regional Soccer Park and its function within Brockton and the wider region.
- FA17. Institute ongoing monitoring and tracking of soccer field use to confirm future need for additional fields.
- FA18. Anticipate the need to allocate time on soccer fields for other types of field sports in response to emerging trends.

Tennis and Pickleball Courts

There are three (3) lit tennis courts in Centennial Park and one (1) court in Elmwood Lions Park. The Centennial Park courts are coin operated. Use is booked on a first come, first served basis with priority given to secondary school use in May, June and September. The Elmwood Lion's Park court is available for unscheduled, casual use. Courts at both locations are in poor condition.

There is no community tennis club in Brockton. Organized activity appears to be limited to secondary school use of the courts. Walkerton Pickleball, which totals 50 participants, modifies the Centennial Park tennis courts for summer pickleball and reported that they are in very poor condition. Local players also travel to other communities in the area (e.g., Hanover, Mildmay) to participate in the sport.⁹

Participation in pickleball is strong, and still rapidly growing. While the trend is a North American-wide phenomenon..."a recent Ipsos survey indicates there are around 900,000 households in

⁹ Winter pickleball is played indoors at Cargill Community Centre and in school gyms.



Canada playing the sport, up from an estimated 350,000 two years ago.”¹⁰ The experience of other municipalities indicates that pickleball courts are currently among the most requested new facilities in Ontario communities, and there are a number of factors that will likely support continued growth in participation,¹¹ including:

- its recognition as a legitimate sport, with both recreational and competitive categories
- play, in terms of rules and physical intensity, is relatively easy
- an all-ages appeal
- national organizational commitment to growing participation
- it can be played year-round indoors and outdoors, with appropriate facilities
- participants report that it is fun as well as physically beneficial

Municipalities everywhere are responding by quickly introducing dedicated pickleball and/or dual tennis/pickleball courts to facility supply. Pickleball courts are being added

through combinations of new builds and repurposing existing tennis courts.

To date, Brockton has no outdoor pickleball courts and is rectifying this deficiency with planned capital improvements to the courts in Centennial Park, which include replacing the court surfacing, lines and nets and adding LED lighting. One of the courts will be converted to two pickleball courts. This project was carried forward from the 2022 to the 2023 budget. This initiative will accommodate at least some portion of demand for community-based pickleball activity in a timely manner if implemented in the short term.

It is unlikely, however, that introducing two pickleball courts will be sufficient to meet long-term need. As part of the 2023 initiative, the Municipality could consider making one of the two remaining tennis courts a dual use facility, which would provide additional capacity for organized pickleball while retaining one court exclusively for tennis. Many municipalities have had to/ are now dealing with conflicts between

tennis and pickleball players over shared use of courts. If a dual use approach is taken, therefore, it will likely need to be supported by an allocation policy to ensure clarity around shared use of the court. Allocation policy is discussed in Section 7.0 on service delivery.

A balance in provision of tennis relative to pickleball facilities will also be required. Secondary school tennis use should continue to be accommodated at Centennial Park. Moreover, the refurbished courts may generate new participation in tennis. Despite the recent dominant trend in pickleball, tennis is still a strong sport and needs to be supported at the community level.

Data in Table 5-7 from a 2018 study on frequent players¹² show the appeal of tennis to youth and young adults, as well as its potential to engage newcomers to Canada in community sport.

More recent American statistics show a 4.5% increase in tennis participation from 2020 to 2021.¹³

10 <https://www.msn.com/en-ca/news/canada/pickleball-is-one-of-canadas-fastest-growing-sports-but-the-paddle-and-ball-can-make-a-racket/ar-AAU7GoR> (February 2022)

11 <https://www.selkirk.com/pickleballs-growth>

12 <https://www.tenniscanada.com/wp-content/uploads/2019/07/04.-Tennis-Participation-Data-and-Statistics-to-Assist-in-Facility-Planning.pdf>

13 <https://www.forbes.com/sites/brucelee/2022/03/20/tennis-participation-bounced-even-higher-in-2021-up-279-since-2019/?sh=10a9685145f5>



Enabling organized use and instruction for all ages in both tennis and pickleball requires the provision of good quality facilities. The need to balance provision of tennis and pickleball courts, therefore, will be important to future facility planning and development. All users should be engaged in consultation, periodically if warranted, to gauge relative need for each type of court. This includes the pickleball group, representatives of secondary school tennis programs, community members who use courts on a casual basis, and organized tennis activity (if it should materialize within the Plan's timeframe).

Without existing facilities and use data, establishing a population based provision ratio is not possible, and each community varies in appropriate levels of supply in the local context. However, as a rough target a 1 dual use court per 2,500 population¹⁴ could be adopted pending the need to confirm it with actual use of facilities as they are provided. This level of provision indicated the need for 4 courts at current population (9,784) and covers

Table 5-7: Canadians That Played Tennis at Least Once a Week During Tennis Season

Number and Proportion of Participants					
2,936,000 Canadians			8% of Canadians		
Breakdown by Gender					
Male:	58%		Female:	42%	
Breakdown by Age Group					
6 to 8	9 to 11	12 to 17	18 to 34	35 to 49	50+
2%	5%	25%	38%	22%	7%
Additional Facts					
67% of participants over 18, have children under 18 at home					
18% were born outside of Canada					

the provision of 'new' facilities through improvements to existing pads. Based on this tentative provision ratio, population by the Master Plan's end year (11,780 in 2033) will require a total of five (5) courts.

After the Centennial Park courts are reactivated, there are two potential options to providing an additional court:

- Chepstow Lions have requested \$20,000 (\$10k/year for two years) from the Municipality to help develop a multipurpose court with pickleball, tennis, and basketball in their park.
- The Elmwood Lion's Park court could be refurbished.

Both locations are roughly equidistant from Walkerton (Chepstow is 16 km

¹⁴ By type of court, this ratio represents 1:5,000 population assuming equal provision and is, therefore, lower than it appears.



and Elmwood is 21 km) and would contribute to improved distribution of recreation opportunities. While actual use of courts as they are provided may support the development of more than one additional facility in the longer term, choosing between these two Parks to begin adding to supply should consider the following:

- relative costs to the Municipality to develop/maintain the new court vs. upgrade the existing facility
- the long-term potential to add courts at each location

Monitoring the use of facilities by activity will also be important to confirm demand, and determine the need to either adjust scheduling to equitably accommodate both types of use or add courts to supply. This can begin at Centennial Park as soon as the courts are available for use and extend to other facilities as they are added to supply.

The pickleball group anticipates a relatively modest increase in participation over the next five to ten years of between 5.1% and 10%, and largely due to population growth.

More courts may be required to meet demand, however, if participation rates continue to escalate.

Recommendations:

- FA19. Implement current plans to refurbish Centennial Park tennis courts to accommodate pickleball and tennis.
- FA20. Use preliminary provision ratio of 1 dual tennis/pickleball court for 2,500 population for planning purposes, which will meet facility requirements for current population through refurbishment to four existing courts, and need to the end of the Plan's term by adding one court to supply.
- FA21. Monitor use of both tennis and pickleball courts to confirm demand for additional facilities and/or dual use scheduling of existing courts to equitably accommodate both uses, and to adjust provision level, as warranted.

Pool

The Municipality of Brockton has a 21.3 metre heated outdoor pool in Centennial Park with an AODA accessible family change room. The pool is scheduled by the Municipality for aquatic instruction, water-related fitness programs, and recreational swim. WDCS girls varsity sports uses the pool for cross-training. It is also available for private rentals.

In consultation activities for the Master Plan, considerable interest was reported in an indoor pool. It was the second most frequently identified facility interest, after an indoor track. In most communities without these facilities, interest in providing an indoor pool emerges in Master Plan studies. Aquatic centres are clearly popular and beneficial recreation facilities. They are also very costly to build and operate, particularly for smaller municipalities. Even with capital grant support from upper levels of government the municipal share to build these facilities is considerable, particularly when incorporating building and operating technologies to achieve



net zero emissions. Smaller population bases cannot generate the use levels required to offset considerable annual operating costs, which results in the need for taxpayers to carry a large deficit each year. A general rule of thumb is a minimum market of about 30,000 people to consider the feasibility of providing a facility. With a current (2021 Census) population of 9,784 and a 2036 projection of 12,220, Brockton's

population will remain well below this threshold beyond the Master Plan's ten-year timeframe.

Web-based information indicates that, although there are exceptions, most municipalities in Ontario with up to populations of 30,000 do not have indoor pools. Table 5-8 shows that, from a total of 337 indoor 25-metre and leisure pools in Ontario, 78 (23%) are in communities (both rural, small and

larger urban) below 30,000 population. These are the types of pools that would be most comparable to a facility for Brockton. Over three-quarters of Ontario communities of smaller than 30,000, therefore, do not have indoor pools.

Additional considerations specific to Brockton are that it has an outdoor pool, which Table 5-8 shows is also not common for smaller municipalities.

Table 5-8: Ontario Census Subdivisions with Pools by Type¹

Year	# owned by all jurisdictions (provincial, regional, municipal)	# owned (or leased) by lower-tier municipalities	% municipally owned	Census subdivisions 1 (CSDs) within Rural and Small Town Areas*	Census subdivisions 1 (CSDs) within Larger Urban Centres**	Rural and Small + Larger Urban up to 29,999 Population	Census subdivisions 1 (CSDs) within Larger Urban Centres**
				# CSDs in with population of 1,000 or more	# in CSDs population up to 29,999	#/% of total	# in CSDs population 30,000 +
Indoor, 25 metres	221	221	100	30	22	52 / 24%	169
Indoor, 50 metres or longer	13	13	100	1	1	2 / 15%	11
Indoor, leisure	116	116	100	15	11	26 / 22%	90
Outdoor	263	263	100	49	21	70 / 27%	192

* outside Census Metropolitan Areas and outside Census Agglomerations

**within Census Metropolitan Areas and Census Agglomerations

1 Rural Ontario Institute. Focus on Rural Ontario. Vol. 7, No. 11, 2020 Culture, Recreation and Sports Infrastructure in Rural Ontario



Brockton, therefore, is better served with aquatic facilities than most Ontario communities. Moreover, the Town of Hanover has an indoor pool that Brockton residents use. Hanover is approximately 12 km directly east of Walkerton, which is a reasonable distance to travel to a major recreation facility and Brockton would be considered part of the market for this pool. Introducing another indoor pool into this market would be detrimental to both facilities, as they would compete against each other for the same users.

Recommendations:

- FA22. Continue to operate the outdoor pool at Centennial Park.
- FA23. Do not develop an indoor pool in Brockton. Residents are part of a relatively small market that supports the indoor pool in Hanover, which cannot feasibly support a second aquatic centre

Lawn Bowling Clubs

There are two lawn bowling clubs in Brockton: Walkerton Lawn Bowling and Cargill Lawn Bowling. The former

is on Jane Street near Colborne Street South and has a small clubhouse. The latter is part of the Cargill Community Centre grounds and uses indoor space, as needed. Membership in the two clubs totals 93, with 72 belonging to Walkerton and 21 belonging to Cargill. Almost all participants are Brockton residents and include age groups from 13 to 75+ years old.

In both cases, the property is owned by the Municipality and the volunteer-based clubs are responsible for operations, with limited municipal support. The Cargill Club pays the municipality \$2,500 annually for maintenance of the green.

Many smaller municipalities do not have lawn bowling facilities. Brockton is fortunate to have two greens that help diversify opportunities for residents - including youth - to participate in active recreation. It is important, therefore, that these facilities remain part of local supply. Both clubs anticipate increases in membership ranging from 15.1% to 20%, due to many factors including population growth and change; cost to participate; an increasing focus

on healthy, active living; interest in program/event focus; easy to participate/limited time commitment; socially interactive/fun programs. At the same time, the clubs indicate interest in various levels of support from the Municipality including help with grants, and additional assistance in covering operating costs (e.g., Municipal staff trained in caring for greens in place of the contribution to contracted services).

The section of the Master Plan on the service delivery system discusses the potential to strengthen municipal support to the volunteer sector and municipal grants, which relate to the nature of assistance noted here.

Recommendations:

- FA24. Continue to support both lawn bowling clubs in Brockton.
- FA25. Review approaches related to service support and formulate new/revise existing policies and practices.



Asset Management

The Municipality's 2021 Asset Management Plan (psdcitywide) assigns the following collective, age-based condition rating to Brockton's sports fields and courts:

- 74% very good
- 4% fair
- 7% poor
- 15% very poor, which aligns with the proportions identified as having no (14%) or 0 to 5 (1%) years of service life remaining

The recommendations from the AMP (p. 90) are current and so replicated here.

Recommendation:

- FA26. Continue to implement the 2021 Asset Management Plan recommendations:
- The Municipality should conduct an inventory review, collect, and consolidate asset data to ensure all relevant assets are accounted for.

- All replacement costs used in this AMP were based on the inflation of historical costs. These costs should be evaluated to determine their accuracy and reliability. Replacement costs should be updated according to the best available information on the cost to replace the asset in today's value
- Identify condition assessment strategies for high value and high-risk assets.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.
- Work towards developing risk models and adjust these models according to an evolving understanding of the probability and consequences of asset failure.

- Work towards identifying current and proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.



5.4 Facility Planning

In preparing the Master Plan facility assessments, information was not always available, consistently documented, and comparable across facilities and over time. A solid, comprehensive, ongoing information base is essential to confident decision-making regarding future facility provision. Relating facility needs to actual use is essential to optimizing spending on asset management, new facility development and for projecting operating costs and revenues.

The Municipality has recently implemented recreation management software, which will be a key tool to inform facility planning. As the Municipality further operationalizes this software, it can improve its planning function by integrating the following items into monitoring and tracking facility use:

- including all municipal facilities in data collection, whether they are scheduled by the Municipality or by community groups that use them, to ensure all use is represented in

determinations of need to adjust supply levels to meet demand

- defining prime and non-prime time by facility type and tracking use within these two categories, to distinguish between peak and non-peak use levels as indicators of opportunities to increase operating hours/allocation processes to accommodate peak demand before considering additions to supply
- tracking unmet demand for access to facilities to provide a picture of how much more use would potentially materialize if new/expanded facilities were made available, which is particularly important for establishing need for facilities that are not part of current supply
- tracking use by individual components of larger facilities, if they are programmed/scheduled separately (e.g., community hall kitchens rented/used for purposes such as culinary programs/business rentals in addition to including them in 'rental packages' for social events)

The need for new/expanded recreation facilities can only be verified if both current levels of use and measures/indicators of unmet demand are known for all facilities used for organized activity. This provides the basis for improved decision-making on capital and operations investment, particularly as choices must be made in allocating municipal resources. It will require working with community groups that use municipal facilities to design an information collecting and reporting system that will seamlessly feed into the management software program for tracking/monitoring purposes.

Ideally, use of municipally owned facilities should be supplemented with comparable information on the use of those belonging to other providers. In this way, relevant data can be combined and used to develop a true picture of community-wide use and demand for each type of scheduled facility: ice pad(s), arena floor(s), halls, ball diamonds, soccer fields, tennis courts, pickleball courts, etc.



As discussed elsewhere in the Master Plan, data on actual use can be used to verify the number and types of diamonds/fields/courts, etc. needed to meet actual demand at current population, which can be used to anticipate requirements for future population. An oversupply of individual facilities at current population means future needs (partially or fully) can possibly be met with existing supply through improvements, more efficient scheduling, repurposing municipal facilities or access to those of other providers. When these options are not available, need for new municipal facilities may be the necessary response.

Drop-in/casual use facilities such as outdoor tennis/pickleball courts should also be monitored and tracked to provide evidence of use to relate to the need for additions to supply. Random rotating visits (i.e., weekdays, weekends, evenings, mornings, etc.) to these facilities to record levels of activity during season(s) of use should be part of day-to-day operations. Since peak season for outdoor facilities is late spring through early fall, this work

could be assigned to a summer student position.

Facility planning is one component of overall recreation services planning, other components of which are discussed in the program section of the Master Plan.

Recommendations:

- FA27. Expand existing/develop new mechanisms to produce a comprehensive picture of community-wide facility use for planning.
- FA28. Use management software to collect and tabulate data in a manner that contributes to facility planning and operations that is in line with identifying evidence-based demand, purposes by:
 - monitoring and tracking scheduling and use of all municipally owned facilities, in terms of type and their respective prime/non-prime times

- documenting unmet demand for each type of facility and for those not currently part of supply

- FA29. Work with community groups that use municipal facilities and other not-for-profit recreation service providers to design an information reporting system that will feed into the management software program for tracking/monitoring purposes.
- FA30. Periodically visit and record use/activity at facilities available for casual use.



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Section 6: Open Spaces





6.0 Open Spaces

6.1 Introduction

This section contains the open spaces assessment and recommendations. For the purpose of this Plan, the term “open spaces” refers to parks, water access points and trails. This section covers all aspects of open spaces (such as shade, maintenance, amenities, etc.). While scheduled outdoor facilities are discussed in Section 5.0, this section also covers unscheduled park facilities such as playgrounds, dog parks, etc.

The first part of this section provides a brief overview of the key directions for open spaces based on findings from the community consultation process. These findings, discussed in further detail in Section 3.2, provide a summary and reasoning for the open space recommendations later in this section.

In Section 6.2, municipal-wide open space recommendations are discussed for all types of open spaces (parks, water access points, and trails). Then, additional recommendations are

separated further into four parts: overall parks recommendations (6.3), overall water access point recommendations (6.4), overall trails recommendations (6.5) and site-specific park and trail site recommendations (6.6).

Based on the findings from Section 3.2, the following opportunities and challenges were identified. These opportunities and challenges helped to inform the recommendations later in this open spaces assessment and implementation section (8.0).

Opportunities

Parks

For parks, the most desired new or expanded sport/fitness programs/opportunities include court and field sports, outdoor water-based activities, outdoor ice activities, non-motorized trail activities, one day special events and a dog park. As indicated in the Facilities Section (5.0), many of

Brockton's outdoor facilities are in need of improvement or replacement.

Water Accesses

A greater percentage of respondents use Saugeen River access points from the online survey than from the telephone survey. The most popular water access points for both surveys include Brant Concession 8 Bridge (access #6) and Maple Hill Dam (Bruce Road - access #4). Another popular water access point from the online survey includes Lobies Park (Walkerton - access #5). This information is helpful to determine which water access points should be prioritized for improvements first. Ideally the most used access points should be updated sooner. From the online survey, the improvements respondents most want to see to Saugeen River access points include more waste receptacles, more parking, washrooms, non-motorized boat launches and water/shore cleanup programs.



Trails

Trails were the top outcome of the Strategic Action Plan, indicating they are highly desired by the Brockton community. In general, the public wants to connect to other communities and subdivisions, add more bridges over the Saugeen River and add active transportation trails.

The majority of user groups indicated they do not use trails for programs or events (75%) so there is opportunity to find ways to make trails more attractive and accessible to user groups. Trail events and programs have the potential to generate revenue and improve volunteerism. From those user groups that do use trails, the most commonly used trails are the Saugeen River Trail, the Brant Tract Trails and the Bruce County Rail Trail.

The majority of survey respondents think the Saugeen River Trail requires improvements (51% Online Survey, 35% Telephone Survey). The most requested trail improvements by all survey respondents include:

- More trail access points and trailheads
- More trails in parks
- More trail connections and trail loops
- More trail amenities (washrooms, water fountains, benches, picnic tables, bike repair stations, shade, lighting etc)
- Better/increased trail maintenance

Online survey respondents also indicated a desire for covered areas for markets and picnics, and gym/fitness stations. User group respondents indicated the need for better separation between motorized and non-motorized users, more information, more education/stewardship initiatives and accessible fishing platforms.

Challenges

Along with the exciting opportunities discussed above, there are also challenges to achieving them. Of course, financing the development of new and improvements to existing open spaces is not always easy. The Implementation Section of this Plan (8.0) will be a tool

for the Municipality to use for future financial planning.

Currently, Brockton does not have a parks by-law. A parks by-law helps to keep open spaces safe for all to enjoy. Recently, the Municipality has been experiencing more homeless encampments in its open spaces and the consultation process brought to light continued concerns, especially on trails. The Municipality has created an encampment by-law and entrusts the YMCA to connect with and offer services to those in need.

6.2 Municipal-Wide Open Space Recommendations

The following overall recommendations are directed to all open spaces in Brockton, including parks, water access points, and trails. They are discussed below under the following headings:

- Parks by-law
- Open space strategies
- Maintenance
- Accessibility



Parks By-law

Park by-laws are intended to ensure the safety of visitors, to protect parkland and ensure everyone has an enjoyable experience within municipal parks. The development of a parks by-law will help establish etiquette and rules for the safe enjoyment of open spaces in Brockton. The Municipality should refer to this Plan to pave the way for the creation of its own parks by-law (see section 2.3). The new by-law should apply to all open spaces, including water access points and trails.

Recommendation:

OS1. Develop a parks by-law.

Open Space Strategies

In planning for the future, it is important to develop strategies for various aspects of open space to promote consistency in design and achieve goals. This Plan recommends three open space strategies: signage, public art and land access.

The purpose of a signage strategy is to develop visual consistency for the

placement and design of signage in Brockton, including safety, wayfinding and interpretive signage. The strategy should:

- Develop standards for the strategic placement of signage, and a hierarchy and graphic style/design for all types of signage
- Include road and highway signage showing directions to local and regional destinations
- Include signage for water access points, no-parking signage, park and trail rules and regulations, park entrance signs, directional signage, etc.
- Incorporate the Brockton logo

As new parks and trails get developed, the signage strategy should be followed. Where there is already existing signage in open spaces, signage updates should be implemented over time in conjunction with trail and park improvement/development projects. Signage should always be included in budgeting for park and trail projects. In Brockton, there is already funding to update signage for all Municipal trails,

therefore the trails aspect of the signage strategy should be developed first.

A public art strategy helps to plan, organize, and facilitate opportunities for the implementation of public art throughout Brockton parks, trails and new developments. There should be opportunities for standalone pieces, as well as artistic elements integrated directly into infrastructure. Artistic features can be incorporated into engineering or architectural features (e.g., railings, lighting, paving patterns, shade structures, signage, site furniture, etc.). The Municipality should continue to work with the Brockton Arts Committee to help communicate with artists and coordinate the planning and application process.

The goal of the land access strategy is to understand and develop the tools to procure access to lands for recreation. The Municipality should use the Planning Act and/or tools listed below. The Planning Act provides Brockton with tools to provide public access through the planning approval (subdivision) process and parkland dedication (Planning Act, s.51.1). This is



important as lands are subdivided and parcels for parks and open spaces are created. Land easement agreements may be required as new trails get developed. These agreements should be made before trails become 'public' (appear on maps, social media, etc.). Other than easements, partnerships are another option to provide public access to private lands at a lower cost. While the Planning Act is limited to new developments, there are other planning tools that can be used to help gain access to private lands for trails. These include:

- Purchase
- Option to purchase
- Right-of-First-Refusal
- Easement/Right-of-Way
- Lease/License
- Land Swap
- Inter vivos gift (donation)
- Testamentary disposition/bequest
- Traditional Land Use or Regulatory Controls
- Land Trust
- Conservation Easement

Figures 6-1 and 6-2 illustrate potential trail/trail segment routes to arrive at an interconnected system over the long term (and possibly well beyond the term of the Master Plan). Some of the proposed trails traverse private property, which would require consultation with individual landowners to determine their interest in trail development on their land, and negotiations on access to their property for development and use. In some cases, acquisition might be an appropriate solution while in others easement agreements might afford required access. The purpose of the Master Plan exercise is to identify potential locations/parcels of interest, so that the Municipality is aware of them should opportunities arise to access them for trail development.

Recommendations:

- OS2. Develop a signage strategy.
- OS3. Consider developing a public art strategy.
- OS4. Develop a land access strategy.

Maintenance

Maintaining open spaces in Brockton is important, especially as new parks, trails and water access points get developed or updated. To help fund maintenance, the Municipality should collect a percentage of revenue from open space-related events to go towards the maintenance of open spaces (parks, trails, water accesses). These funds should be set aside funds for maintenance for when repairs are needed that might require outside help (a contractor).

Sometimes, small additions to open spaces can have a big impact. To help reduce the spread of invasive species, lower maintenance time/costs on removal and get the public involved in helping to reduce harm, the Municipality should install boot brushes at key open space locations. Ideal locations include, but are not limited to:

- Park entrances
- Trailheads
- Boat launches/accesses



Signage should be installed nearby to provide an explanation about the purpose of the boot brushes (preventing the spread of invasive species by limiting seed dispersal, etc.) with instructions on how to use them.

Recommendations:

- OS5. Implement maintenance fund to help pay for park, trail, and water access maintenance.
- OS6. Implement boot brush stations.

Accessibility

All new open space developments should be designed and constructed to meet Accessibility for Ontarians with Disabilities Act (AODA) standards. A major component of AODA standards is providing everyone with access to outdoor spaces. Brockton's 2021-2025 Multi-Year Accessibility Plan By-Law calls for a community walkability plan, maintenance and upgrades and for new developments to provide pedestrian connections. This Plan recommends adopting universal design whenever possible for all new open space developments. Universally designed

spaces are for everyone. For example, universal design recognizes that almost all people at some point in their lives will benefit from accessible elements (such as a washroom, seating, low grade changes, clear signage, etc.). Planning for everyone will ensure that everyone belongs in Brockton's open spaces. To achieve universal design, at a minimum, the Municipality should:

- Connect open space amenities together with paths
- Install accessible surfacing and play equipment
- Provide accessible parking stalls near amenities and paths
- Whenever possible, provide washrooms and water fountains at major parks, trailheads and water access points (washrooms could be the portable variety)

This Plan recommends new parks and trails would be prioritized for universal design. After this, there could be a phased approach to improving accessibility in existing open spaces.

Recommendations:

- OS7. Promote accessibility and ensure new parks and trails meet Accessibility for Ontarians with Disabilities Act (AODA) standards.
- OS8. Continue to provide/add more washrooms and water fountains to public parks.



6.3 Overall Park Recommendations

Introduction and Park Inventory

There are 18 parks in Brockton with a total area of over 48 hectares. The average park is 2.7 hectares in size. Table 6-1 highlights the existing amenities and non-scheduled facilities that exist in each park.

The following general recommendations apply to all parks in Brockton. Integrated recreation site recommendations, which are more site-specific, are discussed in Section 6.6. Here, general park recommendations are discussed under the following five headings:

- Park classification system
- Park supply and distribution
- Park Maintenance and Updates
- Health and Wellness in Parks
- Non-scheduled park facilities

Park Classification System

Park classification systems encourage appropriate supply of parks in the Municipality by outlining each park

type with a description, list of features and amenities and current provision relative to population. Brockton does not currently have a parks classification system. The recommended park classification system includes the following three typologies:

- Major Park
- Neighbourhood Park
- Parkette

These typologies are described in Table 6-2 and existing parks have been placed into a typology. As parks get planned and developed, a typology should be determined and assigned as soon as possible to ensure the park meets the recommended requirements.

Recommendations:

- OS9. Adopt a park hierarchy.
- OS10. Assign parks to the Major Park typology.
- OS11. Assign parks to the Neighbourhood Park typology.
- OS12. Assign parks to the Parkette typology.

Park Supply and Distribution

Park supply must be considered in Brockton's specific context:

- In most of the Municipality, growth is slower, less dense and many residents have access to more private recreation space (e.g., large lots) - therefore, the need for public greenspace is not as pressing
- Walkerton is experiencing more growth

The analysis of park supply and park distribution helps to determine if enough parkland is being provided in the right locations, and where parkland might be missing. Moreover, with the recommended park classification system, communities should also have access to a variety of park types. While Brockton's parkland supply is currently meeting its needs, outside of Walkerton, there are no neighbourhood parks or parkettes. Cargill, Elmwood and Chepstow all have at least one major park, which is sufficient at this time so long as they remain updated. Should park development occur in any of these three locations, a neighbourhood



Table 6-1: Recommended Park Classification System

Typology	Description	Examples of design, facility, and amenity considerations	Parks to be included
Major Parks	<p>Mixture of active and passive</p> <p>Should be located near residential areas</p> <p>Generally greater than 1.2 hectares in size</p> <p>Usually a mix of manicured, natural, and hardscape surfacing</p> <p>Generally advertised on the Municipal website</p>	<p>Should include parking, washrooms, signage, waste receptacles, park sign, water fountain or bottle fill station</p> <p>Can include sports fields or ball diamonds fit for league play, ice rinks, skating loops, skate parks, tennis and pickleball courts, basketball courts, change room facilities, play equipment, public art, habitat enhancement features, interpretive signage, monuments</p>	<p>Elmwood Community Centre Park</p> <p>Elmwood Lions Park</p> <p>Cargill Community Centre Park</p> <p>Chepstow Lions Park</p> <p>Walkerton Community Centre and Park</p> <p>Lobies Park and Campground</p> <p>Riverbend Park</p> <p>Bruce Power Regional Soccer Park</p> <p>Centennial Park</p> <p>Rotary Nature Park</p>



Table 6-1: Recommended Park Classification System

Typology	Description	Examples of design, facility, and amenity considerations	Parks to be included
Neighbourhood Parks	<p>Mixture of active and passive</p> <p>Should be located in residential areas</p> <p>Size varies, usually smaller than a major park</p> <p>Usually open lawn space with natural or naturalized vegetation (or a mix of both), and some hardscape</p>	<p>Should include play equipment, shade, and seating, waste receptacles, park sign</p> <p>Can include splash pads, exercise equipment, gardens, trails, passive space, lighting, washrooms, parking, water fountain or bottle fill station, habitat enhancement features, interpretive signage</p>	<p>Westwood Park</p> <p>Central Park (Tot Lot)</p> <p>Market Garden Park</p> <p>Community Gardens</p> <p>JDR New Park Lot subdivision</p>
Parkettes	<p>Always passive</p> <p>Usually located at community gateways and major crossroads, or in small remnant urban parcels</p> <p>Size varies, usually smaller than a neighbourhood park</p> <p>Usually open lawn with gardens</p>	<p>Can include gardens, monuments, entry signs, paths, public art, interpretive signage, monuments</p>	<p>Memory Lane Park</p> <p>Walkerton Lawn Bowling Greens and Cenotaph</p> <p>Heritage Water Garden</p>



Table 6-2: Existing Parks Inventory

#	Name	Area (ha)	Park Classification	Playground	Boat Launch	Basketball Court	
1	Cargill Community Centre and Park	9.54	Major	Yes	Yes		
2	Chepstow Lions Park	6.43	Major	Yes			
3	Elmwood Community Centre and Park	1.22	Major	Yes			
4	Elmwood Lions Park	4.21	Major	Yes		Yes	
5	Bruce Power Regional Soccer Park	6.23	Major				
6	Lobies Park and Campground	3.41	Major	Yes	Yes		
7	Riverbend Park (Bend Park)	3.33	Major				
8	Rotary Nature Park	1.81	Major				
9	Central Park (Tot Lot)	0.27	Neighbourhood	Yes			
10	Market Garden Park	0.09	Neighbourhood				
11	Memory Lane Park	0.31	Parkette				
12	Walkerton Community Centre and Park	4.70	Major				
13	Westwood Park	1.46	Neighbourhood	Yes			
14	Walkerton Cenotaph and Lawn Bowling	0.53	Parkette				
15	Centennial Park	4.47	Major	Yes		Yes	
16	Heritage Water Garden	0.49	Parkette				
17	JDR New Park Subdivision	0.19	Neighbourhood	Yes			
18	Brockton Community Garden	0.06	Neighbourhood				



	Outdoor Skating Area/Rink	Splash Pad/Wading Pool	Pavilion/Gazebo	Washrooms	Stage/Performance Area	Trails	Parking	Lookout
			Yes	Yes	Yes		Yes	
	Yes			Yes			Yes	
			Yes	Yes			Yes	
			Yes				Yes	
				Yes			Yes	
	Yes			Yes		Yes	Yes	
				Yes		Yes	Yes	Yes
						Yes		Yes
		Wading Pool		Yes				
					Yes			
			Yes					
				Yes			Yes	
						Yes		
		Splash Pad	Yes	Yes			Yes	
			Yes					
							Yes	



park or parkette should be a priority. In Walkerton, the priority is walkability and connection, and moving forward parkland and connections should be prioritized.

This Plan recommends adopting a minimum park size of 1.2 hectares for all future parks. This is a goal to strive for rather than a set rule that must always be followed. Small parcel size can limit the type and amount of facilities and amenities parks can provide, leaving potential for service gaps of larger facilities. Larger parks generally allow for greater opportunity for the co-location of park facilities and amenities, as well as the provision of multi-sport complexes, large sport fields and nature enjoyment. When possible in new subdivisions, combine parkland parcels to create larger parks.

Recommendations:

OS13. Ensure new residential developments incorporate adequate parkland and ensure new parks are connected by pedestrian trails or pathways to existing parks, trails and amenities.

OS14. Adopt a minimum park size goal.

Park Maintenance and Updates

Making sure park updates continue to occur on a regular basis ensures the Municipality does not fall behind on repairs and upgrades. According to the Asset Management Plan, park appurtenances (parking) are in fair condition due to old age. The Municipality should make a plan to update parking areas in parks over time in conjunction with other projects. Updates to parking areas may include, but is not limited to:

- Repaving/resurfacing
- New line markings
- New/additional accessible parking stalls
- Permeable paving
- Parking and directional signage

Moreover, the Asset Management Plan indicates lights and fencing in parks are in poor condition due to old age. Similarly to parking lots, the Municipality should make a plan to update lighting and fencing in parks over time in conjunction with other projects.

Updates to lighting and fencing may include, but is not limited to:

- Updating lighting to LED
- Ensuring popular parks and trails are adequately lit, especially if they are used in the winter season
- Replace fencing

In addition to regular updates and maintenance, the Municipality should look for innovative ways to reduce the amount of maintenance required in parks and the cost. One way to reduce maintenance costs is to reduce the amount of mowing that takes place in parks. If there are areas of parks that are not currently used for sports or active play, they should be naturalized by planting native trees and shrubs. These naturalized areas will create habitat for birds and pollinators, while reducing the amount of mowing time and fuel costs. The Municipality should start with small naturalized areas and expand them over time. Interpretive signage and educational messaging should be located near planting sites for the public to see. The planted areas will still require some maintenance, such as regular watering for new trees, annual



or biannual mowing and monitoring. The Municipality should explore partnering with local organizations and schools to help with planting and maintenance. Naturalized planting areas are already being implemented in Centennial Park and Rotary Nature Park. The Municipality should work with horticultural staff to determine other appropriate locations, ideally on slopes and other underused areas in parks.

Recommendations:

- OS15. Update parking areas.
- OS16. Update lighting and fencing.
- OS17. Decrease mowing in parks and create naturalized planting areas.

Health and Wellness in Parks

Parks help to provide many opportunities for health and wellness by helping people to get outside, get exercise, and relax. Park amenities, such as shade, picnic shelters and park furniture (benches, picnic tables, etc.) allow the public to feel safe and at home in the outdoors. Additionally, outdoor events allow people to get to know each

other and their communities, fostering a sense of pride and togetherness. These are all important elements that parks can provide.

According to the Asset Management Plan, picnic shelters and park furniture are in poor condition due to old age. In addition to updating aging shelters and furniture, the Municipality should seek opportunities where more shade could be provided as new parks are developed and existing parks are upgraded. Shade should be provided through the appropriate placement of trees and/or shade structures.

The Strategic Action Plan says to “Promote cultural events in Brockton’s hamlets (example: Elmwood Concerts in Park, Cargill outdoor concerts).” The Municipality should work with active committees/foundations that do event planning to use parks and event spaces. Existing pavilions, gazebos and shelters should be maintained, regularly inspected and updated as required to be ready for use at future events. The Municipality should develop a plan to provide a power source and potentially water hookups for events. In some

instances, event spaces are already located next to community centres, which could provide power and water sources. There should also be a plan to provide additional garbage and recycling bins for events.

Recommendations:

- OS18. Promote parks as event spaces.
- OS19. When undertaking park upgrades and developing new parks, ensure sufficient shade is provided.



Non-scheduled Park Facilities

This section discusses non-scheduled park facilities including playgrounds, dog parks, skate parks, basketball courts, splash pads, and outdoor skating areas. For scheduled outdoor facilities, which includes ball diamonds, soccer fields, tennis and pickleball, see Section 5.0.

Playgrounds are an important gathering point for communities. The Municipality should conduct a study regarding the demographics in areas surrounding existing playgrounds to determine if they are being used. If any playgrounds are not being used, they should be removed at the end of their life cycle. The playgrounds that are being used will likely need updates. According to the Asset Management Plan, playgrounds are in poor condition due to old age. Furthermore, the Multi-Year Accessibility Plan By-Law indicates the renewal of playground equipment is needed in Brockton, especially in relation to accessibility. At the end of a playground's lifecycle, the Municipality should update its equipment and surfacing. Brockton is well-served by playgrounds at this time; however, there

are two locations that would greatly benefit from a new playground:

- JDR Subdivision Park
- Walkerton Lawn Bowling Greens and Cenotaph

There are currently no dog parks in Brockton. With a service target of 1 dog park per 10,000 people, Brockton should develop one dog park. The Parks and Recreation Committee has determined a location at Riverbend Park for a 0.4 hectare fenced dog park. The Saugeen Valley Conservation Authority has also approved this location. Recently a quote was received indicating a potential cost of \$52,000 for fencing, which would include the perimeter of the dog park, gates, and a separated small dog area. The new dog park should include:

- An area for small dogs
- Fencing
- Waste receptacles
- Signage on rules and regulations of the dog park

There are currently no skate parks in Brockton, though a group has tried

to fundraise for a skate park without success. The Municipality should develop a skatepark and conduct a facility fit to determine the best location. Potential locations include:

- Elmwood Community Centre and Park
- Centennial Park
- Near the Walkerton Community Gardens and Adult Learning Centre

There are currently two basketball courts in Brockton: one at Elmwood Lions Park and one at Centennial Park. With a service target of 1 basketball court per 5000 people, Brockton does not need to add another basketball court at this time. However, the Municipality should upgrade both of its existing courts. The court at Centennial Park should be upgraded into a full-sized court. Beyond this Plan, another basketball court may be required, which should be located at Chepstow Lions Park as part of a multi-purpose court along with tennis and pickleball.

There is a splash pad located at Centennial Park and a wading pool at



Central Park (Tot Lot). Currently, no new splash pads are required in the timeline of this Plan.

There are currently two outdoor skating areas in Brockton. There is a skating trail at Lobies Park and Campground, and a skating area at Chepstow Lions Park. At this time, no new outdoor skating areas are required in the timeline of this Plan.

Recommendations:

- OS20. Update existing and develop new playgrounds (see Section 6.6).
- OS21. Develop a dog park.
- OS22. Develop a skatepark.
- OS23. Update the basketball courts.

6.4 Overall Water Access Recommendations

Introduction and Water Access Point Inventory

There are five official water access points in Brockton along the Saugeen River, which are numbered 4, 5, 6, 7, and 8. Access points 3, 9a, 9b, and 10 are on the border just outside the Municipality. There is also an unofficial Teeswater River access point at Cargill Community Centre and Park. Table 6-3 identifies the existing conditions of each access point.

Integrated recreation site recommendations, which are more site-specific and include some water access points, are discussed in Section 6.6. General recommendations for water access points in Brockton are discussed here under the following two headings:

- Water access strategy
- Health and wellness at water access points

Water Access Strategy

Water access strategies are important for the public to maintain continued access for water recreation and for the health of waterways themselves. In Brockton's case, the main water source is the Saugeen River, which flows through several Municipalities and communities in southwestern Ontario. Managing water access across jurisdictions requires collaboration and leadership. In the past, there has been some discussion between Bruce County, Hanover, West Grey, the Saugeen Valley Conservation Authority (SVCA) and the Chief Administrative and Economic Development Officers and staff groups of each municipality to procure a waterfront strategy, but nothing has come to fruition yet. This Plan recommends Brockton should not wait for an overarching Saugeen River water access strategy and should develop its own strategy for the interim. Should an overarching strategy ever be developed, Brockton could update its strategy accordingly or replace it with the new overarching strategy.



Table 6-3: Existing Water Access Point Inventory

Location	Name	Washroom	Parking	Picnic	Notes
Cargill Community Centre and Park	Unofficial access to Saugeen River	Yes	Yes		Gravel boat launch for fishing and paddling
Maple Hill Dam	Saugeen River Access #4		Yes		Good parking but no amenities
Lobies Park	Saugeen River Access #5	Yes	Yes	Yes	Lots of parking
Brant Concession 8 Bridge	Saugeen River Access #6		Yes	Yes	Good for big groups
Brant Concession 10 Bridge	Saugeen River Access #7		Yes		Calm place to launch
Brant Elderslie Line (McCurdy Bridge)	Saugeen River Access #8		Yes		Washrooms and picnic area at nearby McBeath Conservation Area

Brockton should develop a strategy to assess, update and maintain the Municipality's water accesses. To assess the water access points, the Municipality should:

- Determine the ownership, existing amenities and type of vessels each access point can serve and create a classification system
- The classification system should guide maintenance and any development to occur on site

- Inventory aging infrastructure and parking needs, and develop a plan for improving the sites over time
- Undertake a detailed assessment of each site, identifying required improvements, scheduling repairs and regular monitoring after improvements

If possible, all water access points in Brockton should include:

- Wayfinding signage (on land and in the water)

- A designated launch area for canoes and kayaks
- Canoe and kayak storage racks
- Washroom facilities (portables)

In addition, the Municipality should consider purchasing and installing small craft lockers for the purpose of storage and rentals. This allows residents to securely store their boat in close proximity to the water rather than having to carry or tow their boat from home. Lockers would use a code system that could be reset with each



new user. The Municipality should keep some of these lockers to provide rental opportunities for those without their own boat.

To maintain the water accesses, the Municipality should:

- Inspect all access points regularly to determine if they are in need of repairs or replacement
- As part of the water access strategy, the Municipality should determine/confirm who is responsible for the maintenance of the accesses

Recommendation:

OS24. Develop a water access strategy in conjunction with the County and local conservation authority.

Health and Wellness at Water Access Points

As discussed in the general parks recommendations, there are also opportunities for health and wellness at water access points. Humans have always had a strong connection to water, therefore providing safe public

access to water is imperative to any recreation plan.

The Municipality should install rescue stations and location identifiers at all water access points. Each station would include a life preserver ring on a rope, as well as a location identifier number so when someone calls 911 they can give their location to the emergency operator. The stations should be located at key locations and be planned and designed in consultation with the Brockton Fire Service.

A water festival (see section 4.3) is another way the people of Brockton can connect to water, which might include fishing, canoe/kayaking, etc. If a water festival event were to occur, there is potential for some Saugeen River access points to be used as locations.

Recommendations:

OS25. Install water safety stations.

6.5 Overall Trail Recommendations

There are six trails in Brockton with a total length of 52.09 kilometres (Table 6-4).

The following general recommendations apply to all trails in Brockton. Since some trails are not owned or operated by the Municipality, such as the Bruce Rail Trail, any recommendations pertaining to non-municipal trails should be made in consultation with the operating body. Integrated recreation site recommendations, which are more site-specific and include the development of new trails on parkland, are discussed in Section 6.6. Here, general trail recommendations are discussed under the following four headings:

- Trails strategy and guidelines
- Trail design and maintenance
- Regional Active Transportation
- Walkerton Trails



Trails Strategy and Guidelines

A connected trail network is important for walkability, health and wellness, though developing and maintaining trails is not an easy task. Trails often span across varying terrain and property types. To help navigate trail development, the Municipality should consult existing staff with professional trail experience, as well as the Parks and Recreation Committee. These groups should be provided with proper tools, materials and training (as needed). Their scope could include, but is not limited to:

- Interpretive signage development
- Providing input on trail construction projects
- Trail related event planning and fundraising
- Trail mapping (GIS data collection)
- Simple trail maintenance
- Relaying information on trail hazards and required updates to Staff
- Acting as a liaison with the County as active transportation routes get developed along County roads to ensure the trails meet Brockton

Table 6-4: Existing Trails Inventory

#	Name	Length (km)	Surface Type	Notes
t3	Saugeen River Trail	4.13	Gravel, Natural , Asphalt	
t2	Brant Tract	19.53	Varies	
t1	Bruce County Rail Trail	25.21	Ballast Stone and Gravel	Length in Brockton only Total Length 80 km Undergoing surface updates to gravel
t4	Saugeen Rail Trail	1.52	Gravel	
t5	Riverbend Park (Bend Park)	0.48	Asphalt	
t6	Rotary Nature Park	1.22	Natural	

standards according to the signage strategy and trail guidelines and standards

- Acting as a liaison between neighbourhood and other local associations and the Municipality
- Acting as a liaison between the Saugeen Valley Conservation Authority and the Municipality

This Plan recommends finding and adopting good industry standards to

refer to for trail design, building and maintenance. Potential trails standards documents to refer to include, but are not limited to:

- Best Practices for Parks Canada Trails
- Guidelines for a Quality Trail Experience by the International Mountain Bicycling Association



The Municipality should create a summary document to use as a quick reference when designing and developing new trails. This should also include the development of a trail hierarchy which includes the following trail types: multi-use, on-road routes, natural, paved shoulder, bike lanes, sharrows and secondary trails. Trail standards and guidelines to focus on include, but are not limited to:

- Accessibility
- Trail classification
- Design and construction
- Maintenance
- Safety
- Trail elements
- Trail users

Incorporate rest stops into all routes, including active transportation trails. Amenities at rest stops should include seating, shade, wayfinding and signage. Optional amenities include washrooms and water fountains.

Another important element of creating a trail network is developing a trailhead standard. This Plan recommends all

trailheads should the following standard elements:

- Directional and wayfinding maps and information for the current trail, nearby trails, and the greater trail network
- Trail rules and regulations

Trailhead optional elements may include portable washrooms and parking areas with associated signage.

Recommendations:

OS26. Develop trail standards and guidelines.

OS27. Create trailhead standards.

Trail Design and Maintenance

Since the three main trail routes (Bruce County Rail Trail, Saugeen River Trail and Saugeen Rail Trail) in Brockton are linear in nature, this Plan strives to create trail loops using existing trails. Especially if a trail has a parking area and/or is in an urban area, trails should have a safe way to get back to the trailhead or an option other than backtracking.

As urban communities continue to develop in Brockton, walkability should be prioritized and planned for. When new developments are built, the Municipality should ensure sidewalks are provided wherever possible, and as roads get developed/redeveloped, add and widen sidewalks wherever possible. As the Durham Street Bridge gets redeveloped, it should be made wide enough to accommodate wider sidewalks.

The Municipality should continue to undertake regular trail maintenance. Trail maintenance records should be kept digitally (such as on MESH or ESRI) allowing Staff to inventory assets with georeferenced locations. A similar method could be used for park and water access point maintenance. The Municipality should:

- Host trail building training programs for Staff and interested parties
- Register with Ontario Trail Council's Trails Count program, which allows trail users to share feedback with Staff



- Establish trail maintenance best practices document to synchronize maintenance techniques with Staff
- Ensure vegetation near trails is inspected, pruned and trimmed regularly
- Groom trails in the winter for all-season use (cross-country skiing, snowshoeing, etc.)

Recommendations:

- OS28. Create trail loops when developing new trails.
- OS29. Continue to provide sidewalks in urban communities.
- OS30. Undertake regular trail maintenance.

Regional Active Transportation

Active transportation describes all human-powered forms of travel, such as walking, cycling, in-line skating, skateboarding, skiing, canoeing, and more. In this Plan, active transportation will primarily refer to cycling routes and infrastructure.

The Bruce County Rail Trail (BCRT) travels through the centre of Brockton. It is an 80 kilometre trail with a ballast stone and gravel surface extending from Port Elgin through the towns of Paisley, Walkerton and Mildmay. The County has already begun upgrading sections of the trail to gravel and should complete upgrades to the entire trail by 2025. Resurfacing in 2021 included from Walkerton to Mildmay. There is an opportunity for the Municipality of Brockton to use the BCRT as a spine to connect its communities together. However, since the BCRT is open to all trail users, both motorized and non-motorized, conflicts between users can occur. The Municipality should continue to work with Bruce County to ensure the BCRT remains safe for all trail users.

With the Bruce County Rail Trail (BRCT) acting as a north-south spine, the Municipality should create active transportation routes that connect to it. This will help to connect the communities of Walkerton, Cargill, Chepstow, Elmwood and Hanover together. As roads get redeveloped, they should be widened (if possible) to

accommodate a multi-use trail adjacent to the road. If there is not enough space next to the road or the road cannot be widened, consider adding paved shoulders as a temporary solution. Regional active transportation routes (see Figure 6-1) should be added to the following roads:

- Chepstow Road, between the Bruce County Rail Trail and Greenock Swamp Wetland Complex
- Sideroad 5 Greenock, between Chepstow Road and Cargill Road
- Concession 8, between Sideroad 5 Greenock and the Schmidt Lake Managed Forest Trails
- Concession 10 Greenock, between Bruce County Rail Trail and Schmidt Lake Managed Forest Area
- Bruce Road 15, between Elmwood and the Bruce County Rail Trail
- Requires coordination with the County
- Concession 14, between Brant Tract and Bruce County Rail Trail
- Concession 18, between Saugeen River Access #8 and Bruce County Rail Trail



The Brant Tract is another important connection for Brockton's trail network. The Brant Tract is one of four main trail properties operated by Bruce County and the only one in Brockton. It contains several trails of varying difficulties. Since the Brant Tract is County-owned, the Municipality should work with Bruce County and the Saugeen Valley Conservation Authority (SVCA) to connect the Brant Tract trails to the recommended active transportation network discussed above. Two connections should be considered for the Brant Tract, they include:

- Consider a connection between the Bruce County Rail Trail and the forest road in in the Brant Tract
- Consider a connection to Saugeen River access point at Brant Elderslie Line (McCurdy Bridge - access #8), from which McBeath Conservation Area and Campground can be accessed via the river

Recommendations:

OS31. Work with the County to ensure the Bruce County Rail Trail remains safe and accessible for

all trail users and limit conflicts between motorized and non-motorized users.

OS32. Connect Brockton communities through active transportation.

OS33. Develop trail connections around the Brant Tract in collaboration with Bruce County.

Walkerton Trails

Walkerton is the Municipality's largest community and is continuing to experience growth. In addition to the recommended regional active transportation network, active transportation should also be concentrated in Walkerton as well. The Municipality should develop an active transportation network in Walkerton. Whenever possible, a dedicated bike lane should be provided. If the road is not wide enough to support dedicated bike lanes, provide signage and road markings for sharrows (shared roads between vehicles and cyclists). Sharrows are meant to act as temporary solutions until a road is redeveloped and can be widened (if possible) to support bike lanes. In some cases, some roads may

not be able to be widened and the sharrow would become permanent. Roads for active transportation in Walkerton include, but are not limited to:

- Durham Street
- Jackson Street
- Yonge Street
- McGivern St
- Bill Street
- Wallace Street
- Elm Street
- Orange Street
- Willow Street
- Brant Walkerton Townline
- Side Road 15
- Eastridge Road
- Concession 2 South Durham Road

With the Saugeen River bisecting Walkerton in two, bridges become important connections. As the Durham Street Bridge gets redeveloped, it should be made wide enough to accommodate bike lanes and sidewalks. The Municipality should conduct a study to determine the feasibility of

Brockton Proposed Trails

- Park
- Water Access Point
- Existing Trails
- Multi-Use Trail
- Paved-Shoulder

*Some of the proposed trails traverse private property. As discussed on page 95, these routes would be developed following further consultation with landowners through land easements/agreements if opportunity arises.

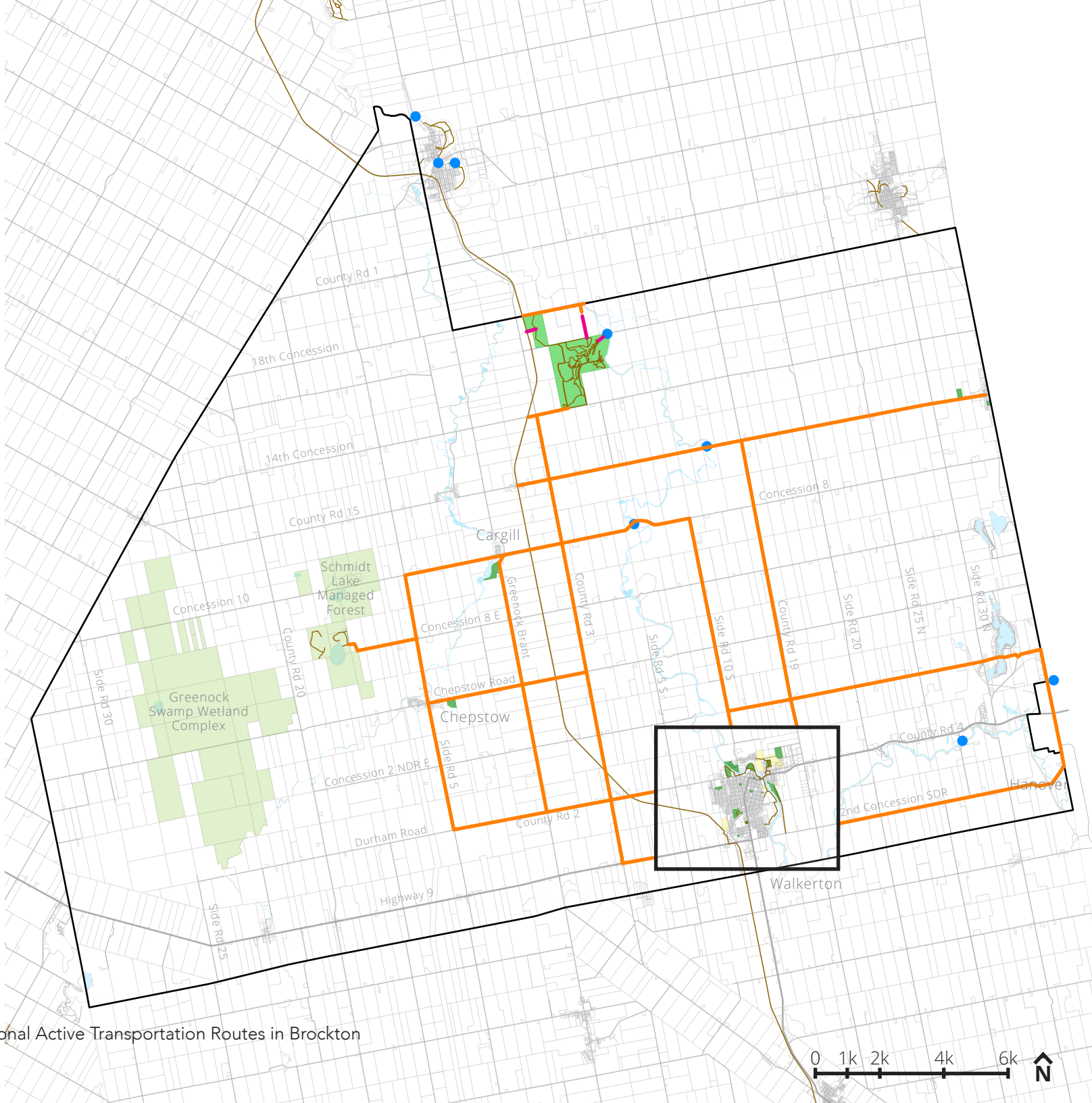


Figure 6-1: Recommended Regional Active Transportation Routes in Brockton



adding a bridge across the Saugeen River between Cemetery Road and Concession 2 Sideroad. The bridge would be for vehicles, bicycles (bike lanes) and pedestrians (sidewalks).

Any new bridges should also be developed to accommodate bike lanes and pedestrian paths.

Other than active transportation in Walkerton, trails should be developed to connect existing trails, parks, and new developments together. These elements should become nodes along the trail network. For example, looking at the new Bogden & Gross development, recommended trails include a connection to the Bruce County Rail Trail (BCRT) and to Centennial Park. Figure 6-2 on pg. 115 shows all the recommended trails in Walkerton.

Recommendations:

- OS34. Develop active transportation in Walkerton.
- OS35. Explore bridge connecting Cemetery Road and Concession 2 Sideroad.

- OS36. Develop trail connections in Walkerton.

Saugeen River Trail and Rail Trail

The Saugeen River Trail and Rail Trail is developed and sponsored by the Rotary Club of Walkerton in cooperation with the town of Walkerton and the Saugeen Valley Conservation Authority (SVCA). There are over 5 kilometers of trails in Walkerton on both sides of the Saugeen River. The following recommendations address access points to the trails and opportunities for trail expansions and extensions. Coordination will be required between the Municipality, Walkerton, and SVCA.

Saugeen River Trail Access at McNab and Durham Streets

Recommendations:

- OS37. Add trailhead signage according to the signage strategy (include trail maps).
- OS38. Update trailhead as per trailhead standards.

Saugeen River Trail Access at Truax Dam

Recommendations:

- OS39. Create a parking area in the Adult Learning Centre lot and add a path connecting the parking lot to the trail.
- OS40. Add trailhead signage according to the signage strategy (include trail maps).

Saugeen Rail Trail Access at Willow Street

Recommendations:

- OS41. Initiate vegetation pruning and conduct regular maintenance/inspections.
- OS42. Regrade site to improve drainage (may require a consultant).
- OS43. Update trailhead as per trailhead standards.
- OS44. Create a small parking area near the trailhead at the end of Willow Street.



Saugeen River Trail Extension

On the west side of the Saugeen River, there is an opportunity to extend the trail southwards, towards Cemetery Road. This trail extension would connect to the recommended active transportation network. This Plan also recommends a new bridge be developed connecting Cemetery Road to Concession 2 South Durham Road, which would connect the bottom ends of the Saugeen River and Rail Trails together, creating a loop.

Recommendation:

OS45. Extend the Saugeen River Trail south towards Cemetery Road.

6.6 Site-Specific Park and Trail Recommendations

This section describes site-specific recommendations related to open spaces (parks, water access points and trails) for each of the following recreation sites, as numbered in Figures 5-1 and 5-2 in section 5:

- p1 Cargill Community Centre and Park
- p2 Chepstow Lions Park
- p3 Elmwood Community Centre and Park
- p4 Elmwood Lions Park
- p5 Bruce Power Regional Soccer Park
- p6 Lobies Park and Campground
- p7 Riverbend Park (Bend Park)
- p8 Rotary Nature Park
- p9 Central Park (Tot Lot)
- p10 Market Garden Park
- p11 Memory Lane Park
- p12 Walkerton Community Centre and Park
- p13 Westwood Park
- p14 Walkerton Cenotaph and Lawn Bowling
- p15 Centennial Park
- p16 Heritage Water Garden
- p17 JDR New Park Subdivision
- p18 Brockton Community Garden

Walkerton Proposed Trails

- Park
- Water Access Point
- Existing Trails
- Future Developments
- Sharrow or Dedicated Bike Lane
- Multi-Use Trail
- Paved-Shoulder
- Potential Bridge

*Some of the proposed trails traverse private property. As discussed on page 95, these routes would be developed following further consultation with landowners through land easements/agreements if opportunity arises.

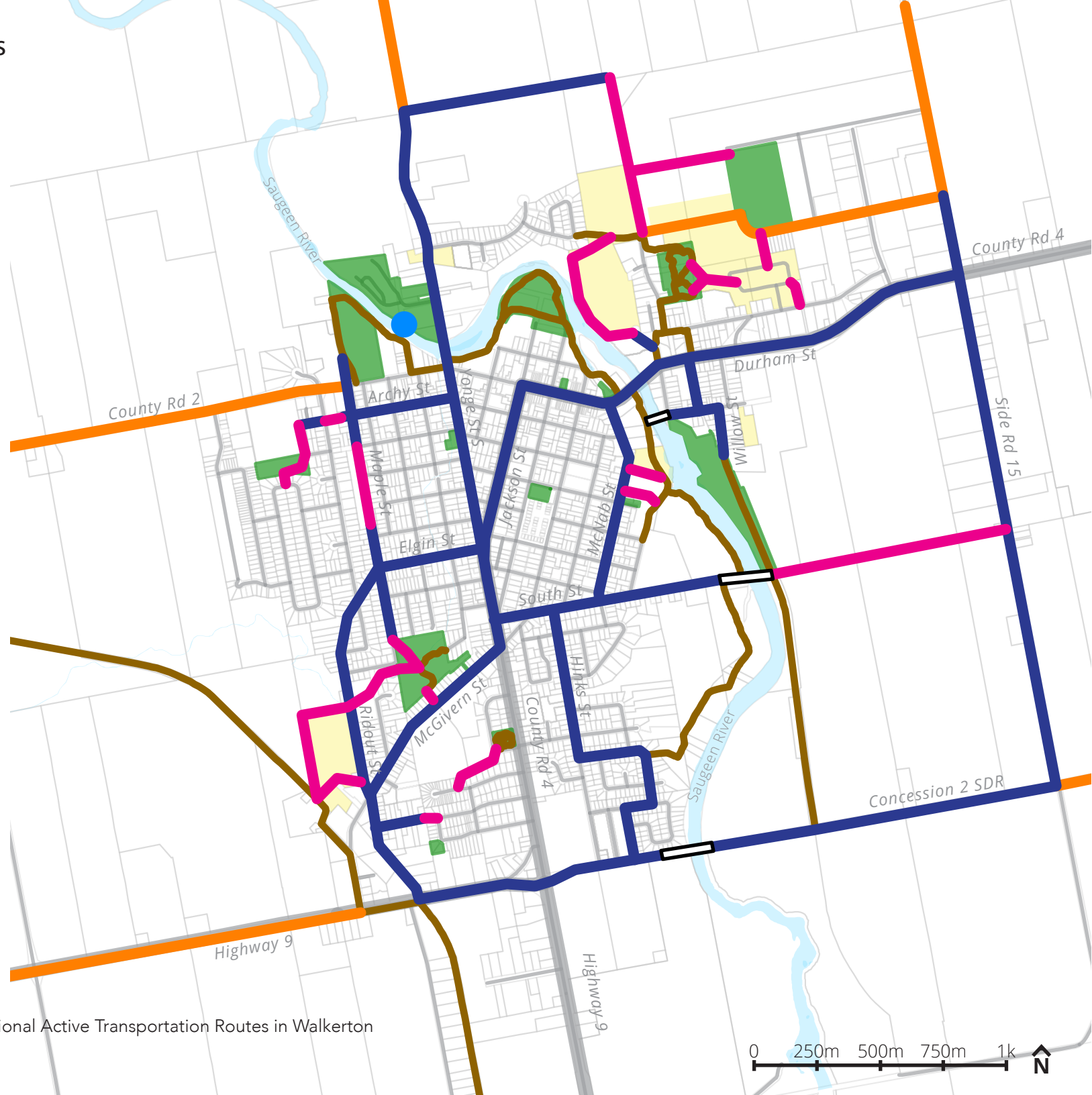


Figure 6-2: Recommended Regional Active Transportation Routes in Walkerton





p1 Cargill Community Centre and Park

Parkland

Recommendations:

- OS46. Update playground surfacing.
- OS47. Update playground equipment.
- OS48. Add additional boat launch amenities according to water access strategy.
- OS49. Replace dugout shelter roof.

Trails

Recommendations:

- OS50. Add a secondary trail loop along the Cargill Mill Pond and Teeswater River.
- OS51. Create a trailhead as per trailhead standards.

p2 Chepstow Lions Park Parkland

Recommendations:

- OS52. Continue to work with the Chepstow Lions Club in providing safe and enjoyable recreation opportunities.

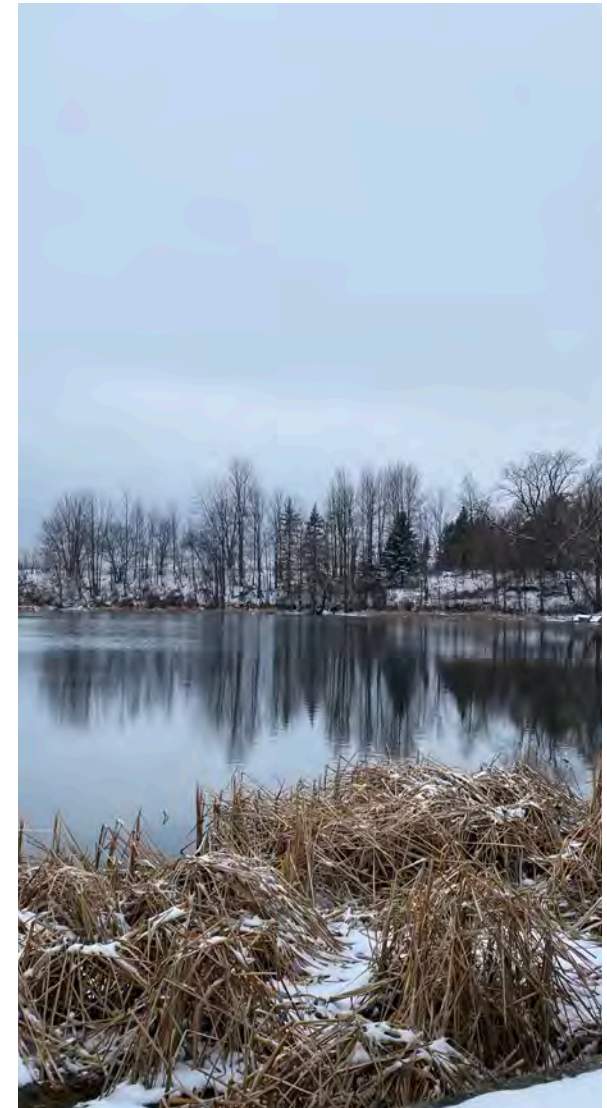


Figure 6-3: Cargill Mill Pond Adjacent to Cargill Community Centre



Figure 6-4: Chepstow Lions Park Baseball Diamonds



Figure 6-5: Elmwood Community Centre



Figure 6-6: Elmwood Community Centre Playground

p3 Elmwood Community Centre and Park

Parkland

Recommendations:

- OS53. Add secondary parking lot near ball diamond.
- OS54. Add path connecting the community centre to the ball diamond.
- OS55. Update play surfacing.
- OS56. Update play equipment.
- OS57. Replace dugout shelter roof.

Trails

Recommendations:

- OS58. Develop secondary and natural trails around the pond and wooded areas.
- OS59. Create a trailhead as per trailhead standards.



Figure 6-7: Elmwood Lions Park

p4 Elmwood Lions Park

Parkland

Recommendations:

- OS60. Replace and raise paths.
- OS61. Replace basketball court with new surfacing and line marking.
- OS62. Replace playground equipment and surfacing.
- OS63. Replace pavilion roof.
- OS64. Regrade site to improve drainage (may require a consultant).



Figure 6-8: Bruce Power Regional Soccer Park Aerial Image

p5 Bruce Power Regional Soccer Park

Parkland

Recommendations:

- OS65. Regrade site to improve drainage and slope of play area (may require a consultant).
- OS66. Add backstop/netting for new development/parking.
- OS67. Add new washrooms and canteen facility.
- OS68. Implement known, required capital and ongoing operations/maintenance improvements.

Trails

Recommendations:

- OS69. Add trail connection.



Figure 6-9: Lobies Park Playground



Figure 6-10: Lobies Park Campground



Figure 6-11: Lobies Park From Above

p6 Lobies Park and Campground Parkland

Recommendations:

OS70. Update playground equipment and surfacing as required.

OS71. Update diamond fencing, backstop, infield as required.

OS72. Add paths connecting the parking lot, facilities and park elements.

OS73. Add accessible parking stalls and signage.

OS74. Add signage about nearby parks and trails in Brockton, near the Information Centre.

OS75. Explore private-public partnership opportunity to offer canoe/kayak/tube rentals on site.



Figure 6-12: Riverbend Park Lookout



Figure 6-13: Saugeen River from Riverbend Park from Lookout

p7 Riverbend Park (Bend Park)

Parkland

Recommendations:

- OS76. Ensure access to the lookout is wide enough and graded properly for accessibility.
- OS77. Update paved trail surface with a railing or toe rail to improve safety.
- OS78. Update washrooms and explore option to add a water fountain using existing water hookup.
- OS79. Hire an arborist to remove/prune hazard trees and develop a plan for tree maintenance.
- OS80. Add naturalized shoreline to create a low-maintenance riparian edge for slope stabilization and habitat.

- OS81. Add naturalized forest edges through a low-maintenance natural attenuation regime, creating habitat for birds and pollinators while reducing the amount of mowing and maintenance.
- OS82. Add interpretive signage about plants, wildlife, cultural history, etc.
- OS83. Update parking area with new surfacing, line markings, and signage.

Trails

Recommendations:

- OS84. Add new secondary and nature trails through the naturalized and woodland areas, connecting to the existing trail network.
- OS85. Add signage according to the signage strategy (directional and interpretive).
- OS86. Explore opportunity and interest in a pedestrian bridge across the river from this site (may require engineers and surveyors to determine possibilities). It should be designed for pedestrians and encourage active transportation.



Figure 6-14: Rotary Nature Park



Figure 6-15: Rotary Nature Park

p8 Rotary Nature Park

There is great opportunity to update the trail network at Rotary Nature Park. A 'concept plan' should be created before any development or improvements take place. The new 'concept plan' should:

- Determine the design of a new trail network which includes multi-use, secondary and nature trails
- Add a second, accessible lookout part way up the hill
- Include a parking area near the road
- Add a portable washroom
- Update the existing lookout
- Include tree planting and native restoration planting
- Increase benches and seating opportunities
- Include signage:
- Create a trailhead as per trailhead standard
- Add signage according to the signage strategy (directional and interpretive)
- Allow the public to review and comment on the master plan before it is finalized.

Recommendation:

- OS87. Develop a 'concept plan' for the site.
- OS88. Create a trail link with parklands in the business park to the north.



Figure 6-16: Central Park (Tot Lot)

p9 Central Park (Tot Lot) Parkland

Recommendations:

- OS89. Add paths to connect park amenities.
- OS90. Add safe accessible connection from sidewalk to park.



Figure 6-17: Downtown Walkerton

p10 Market Garden Park Parkland

Recommendations:

- OS91. Add signage about nearby parks and trails in Brockton.



Figure 6-18: Memory Lane Park

p11 Memory Lane Park Parkland

Recommendations:

- OS92. Naturalize forest edges through a low-maintenance natural attenuation regime, creating habitat for birds and pollinators while reducing the amount of mowing and maintenance.
- OS93. Remove tree on west side of pavilion to open up the pavilion area and limit disturbance to overhead wires.
- OS94. Add signage about nearby parks and trails in Brockton



Figure 6-19: Optimist Park Playground



Figure 6-20: Walkerton Arena

p12 Walkerton Community Centre and Optimist Park

Parkland

Recommendations:

- OS95. Complete planned capital improvements ball diamond (replace backstop, make fencing permanent).
- OS96. Update lighting to LED.
- OS97. Add signage encouraging people not to park in the accessible parking stalls, as well as line marking.

- OS98. Add path to connect to large parking lot at the front of the community centre.
- OS99. Add paths connecting community centre to ball diamonds.
- OS100. Install accessible swings, pavilion, donor wall and signage with grant money.

Trails

Recommendations:

- OS101. Add new secondary trail loop along the river and perimeter of the site, connecting to the existing paths.
- OS102. Add signage according to the signage strategy (directional and interpretive).



Figure 6-21: Westwood Park Playground



Figure 6-22: Walkerton Cenotaph and Lawn Bowling

p13 Westwood Park Parkland

Recommendations:

- OS103. Add entrance sign as per signage strategy.
- OS104. Plant more trees near playground.
- OS105. Replace play equipment and surfacing, and add a new shade structure.
- OS106. Naturalize edges through a low-maintenance natural attenuation regime, creating habitat for birds and pollinators while reducing the amount of mowing and maintenance.
- OS107. Add paths connecting to new subdivision.

p14 Walkerton Cenotaph and Lawn Bowling Parkland

Recommendations:

- OS108. Replace fence fronting lawn bowling greens.



Figure 6-23: Centennial Park Playground



Figure 6-24: Centennial Park Pool

p15 Centennial Park

Parkland

Recommendations:

- OS109. Complete planned capital improvements to the courts, which include replacing the court surfacing, lines and nets and adding LED lighting.
- OS110. Replace foot bridge(s) to allow maintenance vehicle access.
- OS111. Update playground equipment and surfacing.
- OS112. Provide multipurpose court.

- OS113. Continue to plant trees and native vegetation to limit mowing.
- OS114. Add tree wraps and fence for tobogganing safety.
- OS115. Add additional paths to connect park amenities.
- OS116. Add naturalized planting around the perimeter of the site.

Trails

Recommendations:

- OS117. Add new secondary and nature trails around the perimeter of the site, connecting to the existing trail network.
- OS118. Add signage according to the signage strategy (directional and interpretive).



Figure 6-25: Heritage Water Garden

p16 Heritage Water Garden Parkland

There is an opportunity to add a small performance area to this site.

Recommendations:

OS119.Update signage.

OS120.Conduct a facility fit to find space for a small stage in the south east corner of the cenotaph area.

p17 JDR New Park Subdivision Parkland

The community survey and concept plan have yet to be released or drafted. This new park should include a playground, seating (benches and picnic area), trees and shade. It should have paths connecting the amenities to the sidewalk.



p18 Brockton Community Garden

Parkland

Recommendations:

- OS121. Develop a site plan to expand community gardens and add more plots.
- OS122. Add seating.
- OS123. Add a connection to the Adult Learning Centre with classes on urban agriculture and growing your own food.

Trails

Recommendations:

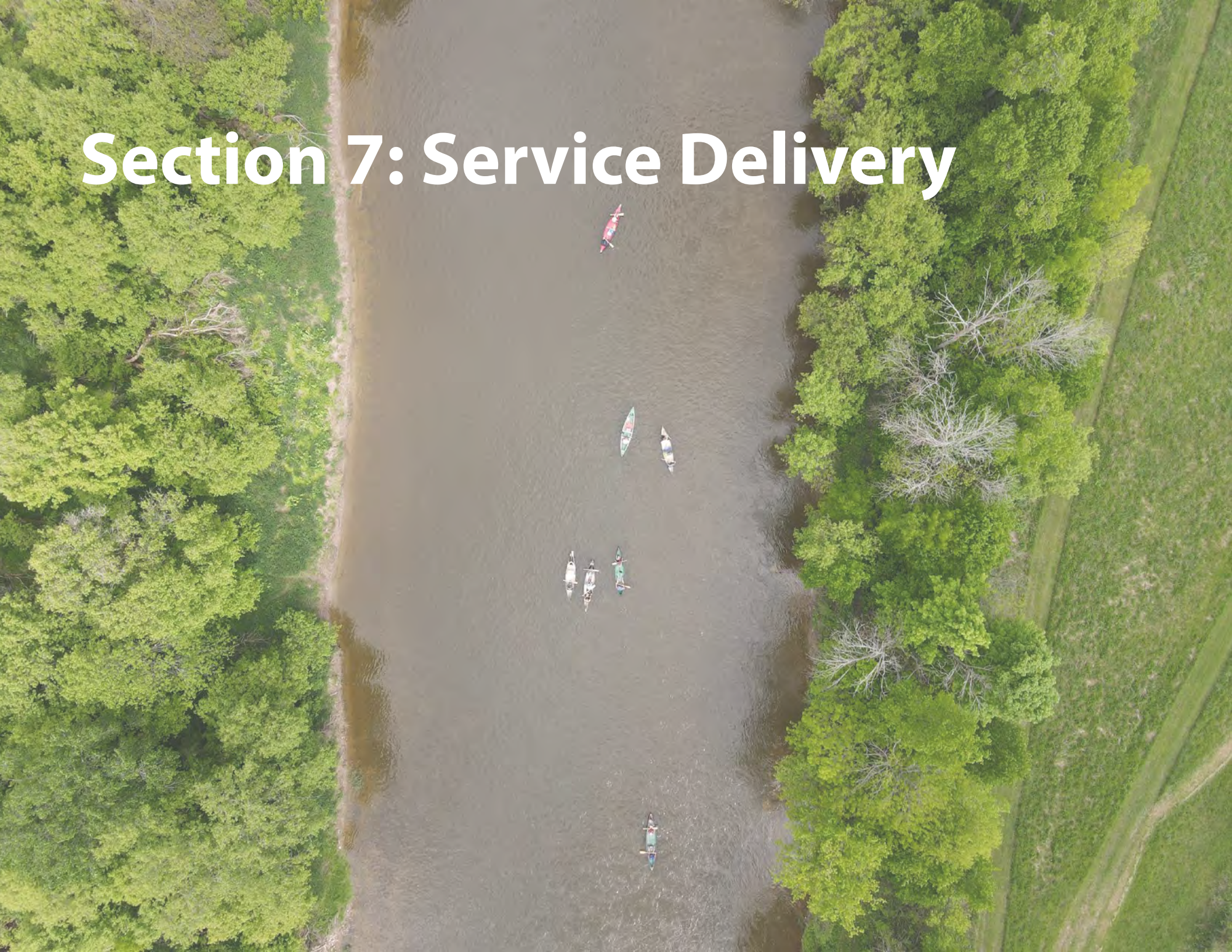
- OS124. Add trail connections to the Adult Learning Centre and Saugeen River Trail.



Figure 6-26: Brockton Community Garden

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Section 7: Service Delivery





7.0 Service Delivery

7.1 Introduction

The foregoing sections of the Plan addressed needs and opportunities to further develop parks and recreation services in the Municipality of Brockton. This section addresses potential improvements to the ways in which these services are delivered to the community - with an overarching goal of making better use of all available resources in providing the best possible community-wide system for Brockton residents and visitors. The discussion is presented under the following main headings:

- organizational structure for service delivery
- policies and practices
- collaborations and agreements
- financing service development

7.2 Organizational Structure for Service Delivery

7.2.1 Municipal Role and Organization

The Municipality of Brockton operates largely as an indirect provider of recreation services. In this role, it facilitates or enables others - including volunteer program providers, seasonal staff, or contracted instructors - in the delivery of programs/activities to the community. An indirect service delivery model optimizes a municipality's capacity to provide a wider range of services when hiring full time program staff is not warranted by demand and/or constrained by financial resources. The Master Plan recommendations align with a continuation of this role in the future, which requires sufficient support in several areas to continue to be successful.

Brockton's focus as an indirect provider is providing high quality parks and facilities for use by other programs providers and for general community activity and enjoyment. Capital projects, asset management, facilities programming and operations are key staff responsibilities in this model. This role is carried out by the staff positions outlined in Figure 7-1.

A facilitative or indirect approach to providing parks and recreation services is supported by two coordinating positions: Facilities and Parks, and Programming. Reporting to the Director of Community Services, each of these positions is responsible for staff related to either providing programs/activities to the community or ensuring municipal facilities and parks are properly maintained, operational, safe, and attended by required staff.

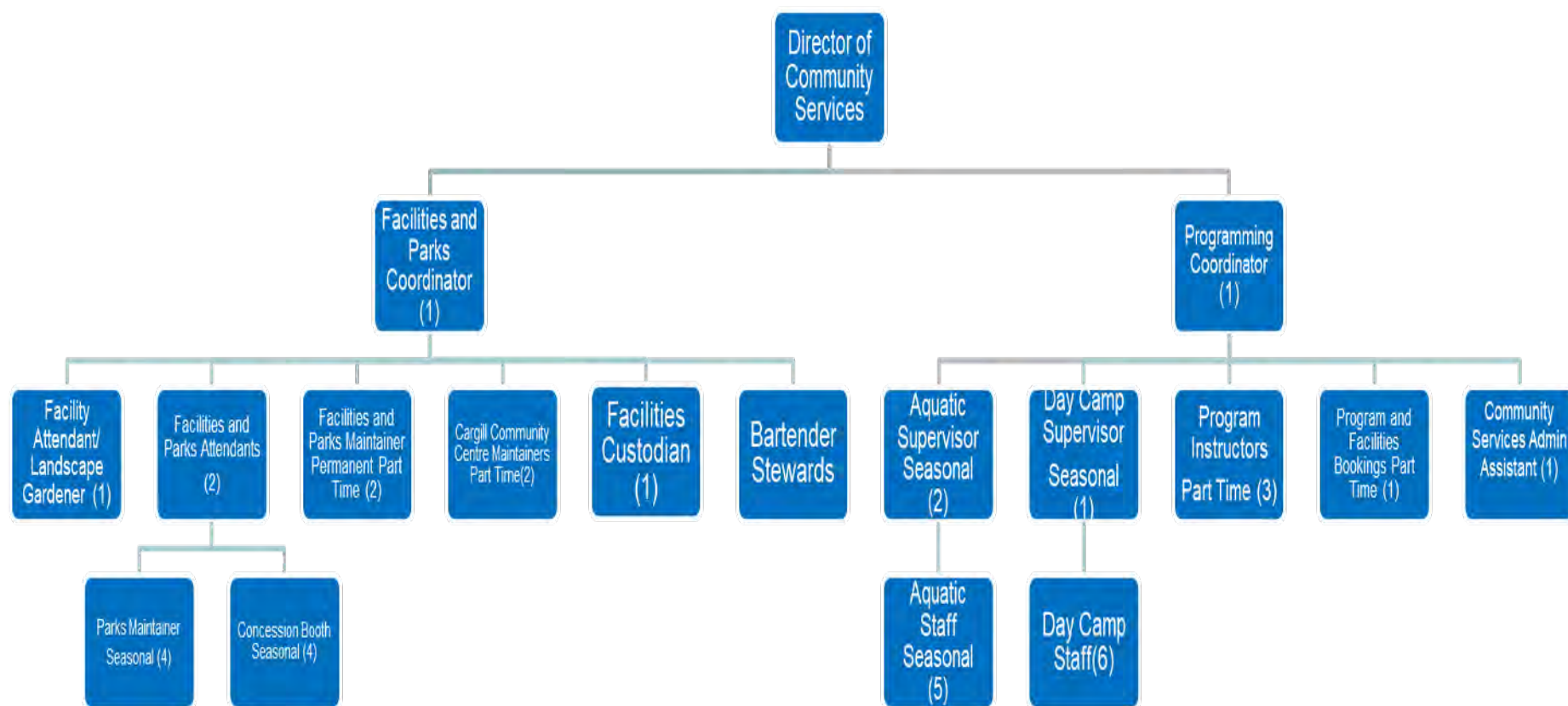


Figure 7-1: Structure of the Municipality's Community Services Department



Additional Municipal Staffing Requirements

The Strategic Plan is very specific in its direction (HCC12) to:

Consider a municipal staff position that would be responsible for providing municipal assistance to volunteer-led organizations and special events throughout Brockton in terms of possible grant applications, annual and ongoing calendar of events, liaising with municipal departments and facilities, advertising and promotion, logistical groundwork, and volunteer coordination and recruitment:

- by first determining the projected costs, skills, terms of reference, working relationships, and potential revenues that would be entailed in such a position.
- implementing such a position only if significant grant funding is available.
- implementing such a position on a 2-year trial “post-COVID” basis.

The work anticipated by the Master Plan in growing parks and recreation services supports this new position.

Foregoing discussions, and those to follow in this section, on needs and opportunities to diversify programs and increase facility/park use will require staff to make it happen. There is limited capacity with existing staff, however, to assume responsibility for these tasks. A position that focuses on volunteer development and support would comprise the third ‘branch’ of the Community Services role in facilitating the delivery of parks and recreation services. In keeping with the names of the staff positions that occupy the same level of responsibility and relation to the Director, this new position could be entitled Volunteer and Event Coordinator. The position would also work directly with other Community Services Coordinators and municipal departments on a day-to-day basis. It is recommended that this position be instituted in the short term to begin this work, as per the terms noted in the Strategic Plan, with a possible exception. Given the work that will be initially required in terms of outreach to build relationships, and processes/procedures to operationalize tasks, a term of two years may be too

short to realize the benefits of the position. It is suggested, therefore, that three years comprise the trial period for a Volunteer Coordinator with the intent to shift it to a permanent role, subject to tracking/evaluating objective measures of progress.

Staff requirements beyond this position cannot be specified, pending decisions to be made on developing new or repurposed facilities. It can be anticipated, however, that expansions to the supply of municipal infrastructure for parks and recreation will generate an associated increase in operations and maintenance work. Appropriate levels of staffing, therefore, will be required to take on extra work related to growth. This potential need is recognized in the Strategic Plan (MG96 and MG97): Develop a long-term plan for assessing staff capacity and continuity to meet demand generated by growth, with an associated financial plan; Look at staffing trends in municipalities with past growth similar to our future growth and prepare, recommend and plan for a phased approach.



Recommendations:

- SD1. Hire a Volunteer and Event Coordinator on a trial basis for three years to take responsibility for developing and supporting community volunteers in providing parks and recreation services, with the intent to shift it to a permanent position based on gauging progress through objective measures.
- SD2. Review and adjust Facilities and Parks staff complement, as required, to keep pace with additional work generated by future infrastructure development.

Committees of Council and Volunteer Boards

Committees of Council and volunteer boards comprise those that are either exclusively parks and recreation focused or related to these services. Standing committees are supplemented by ad hoc committees to deal with specific, time-limited initiatives. Examples of past and current ad hoc committees for parks and recreation include such those set

up to fundraise for the Bruce Power Regional Soccer Park, and the Dog Park Committee.

Table 7-1 lists the relevant standing committees and boards and a summary of their mandates. All committees include staff and resident representation and are advisory only, making

recommendations to Council in their respective area of responsibility.

Table 7-1: Brockton's Committees and Boards Related to Parks and Recreation Services

Committee Name	Mandate
Brockton Parks and Recreation Committee	Advises Council on the needs for parks and recreation services in Brockton; supports the efforts of municipal staff on all aspects of the provision of leisure and recreation services, and promoting and maintaining communication with the public on parks, trails and recreation needs.
Brockton Heritage Committee	Advises Council on community heritage concerns, as per the Ontario Heritage Act and the Official Plan; helps ensure that plans for change and progress are developed in a manner that recognizes the historical continuity of the community.
Brockton Art Committee ¹	Responsible for the promotion and display of local art in Brockton; includes members of the community and the Walkerton Library Branch Supervisor; reports to the Municipality of Brockton Heritage Committee; reviews proposals, makes selections and establishes an annual exhibition schedule for four to six shows each year held at the Walkerton Library on its Art Wall.

¹ the Art Committee is not listed under Committees of Council. It is listed elsewhere as reporting to the Heritage and Library Committee: <https://www.brockton.ca/en/visit-us/Local-History-Books.aspx>; <https://www.brockton.ca/en/visit-us/brockton-art-committee.aspx>



Table 7-1: Brockton's Committees and Boards Related to Parks and Recreation Services (continued)

Committee Name	Mandate
Brockton Environmental Advisory Committee (EAC)	Advises Council on matters that relate to the quality of the environment, recognizing individual and collective responsibility to protect and enhance it by taking action in a responsible and sustainable manner.
Accessibility Advisory Committee	Advises Council on creating an accessible and inclusive community; considers the needs and rights of persons with disabilities and assures maximum integrated accessibility for all citizens as per AODA.
Brockton Economic Development Committee	Supports and expands the range of business, trade and industry within Brockton and encourages community development that enhances the quality of life of people currently working and living in the community, as well as future residents.
Elmwood Community Centre Board (ECCB)	Joint collaboration by agreement between the Municipalities of Brockton West Grey to manage recreation programs and operations of the Elmwood Lions Park, Elmwood Community Centre hall, ball diamond and adjoining park lands; develops and maintains an annual operating and capital budget with financial assistance from the Municipalities.
Bradley Community Centre Board	Advises Council on requirements to manage and maintain the former Bradley schoolhouse for residents and guests in the community; establishes and monitors an annual budget and coordinates fundraising efforts to sustain sustainability of the community centre, with an annual Municipal operating grant.
Saugeen Valley Conservation Authority (SVCA) Board	Liaison Committee of Council of those communities within the Saugeen River Watershed; each member municipality has representation on the Authority Board.



The Strategic Plan includes two directions specific to committees of Council:

- Establish time-limited ad hoc task forces to study issues and make recommendations, with adequate staff support, at Council's discretion (MG69).
- Evaluate committees: are they successfully fulfilling terms of reference, conveying public perceptions, and presenting options for Council (MG71).

As noted above, ad hoc committees are struck to address specific issues/needs with respect to parks and recreation services. With respect to parks and recreation this practice should continue, as deemed appropriate on a case-by-case basis, providing the required expertise to address the initiative/project at hand is available through a combination of staff and community volunteers. If not, outside assistance may be required to provide professional services that can still be directed by an ad hoc committee to steer the process. Required studies/

plans recommended elsewhere in the Master Plan can benefit from a project steering or management committee with balanced representation of interested parties who can work together to achieve community-wide benefits.

Evaluating the efficacy of the Municipality's standing committees and boards is noted in the Strategic Plan as an ongoing process led by Clerks. With respect to the Master Plan, a review of the Parks and Recreation Committee would be beneficial. Community consultations revealed a disconnect between the Committee's current membership and other recreation interests in Brockton. Some volunteer groups were not aware of the existence of the Committee, which could reflect its relatively new formation. At the same time, potential participating interests should have been aware of its inception and search for members.

Ideally, a Parks and Recreation Committee comprises representation from all recreation interests in the community - including organized sports groups and members of the

community at large who have an interest in recreation services but are not represented by these groups. This arrangement is preferred for several reasons:

- It brings all relevant interests that rely on municipal support together to collectively consider community needs and work to arrive at cooperative solutions that will benefit all Brockton residents.
- Depending on the commitment level of the parties to a committee system, it can preclude or minimize direct appeals to Council by individual organizations and focus on unified representations to decision-makers.

Typically, the needs of interest groups that represent large numbers of participants and are major facility users take precedence over those that present less demand and/or are not supported by strong, formal organizations. Moreover, even within the sphere of larger, formally organized providers, there can be a sense of 'favouritism' that benefits some



groups over others. In Brockton, for example, the perceived need to move beyond a singular focus on hockey was noticeable. At the same time, almost all groups viewed their place as lower in priority relative to others.

In evaluating the efficacy of the Committee, consideration should be given to the following:

- stipulating, or at least encouraging, representation of all recreation interests in the community, some of which might require support from sub-committees
- establishing a cooperative, whole community approach to arriving at solutions to meet needs in a way that balances the range of interests in recreation services
- assigning, as appropriate, aspects of proposed planning activities for parks and recreation services to inform Council's decision-making
- ensuring the Committee's work is guided by the Master Plan, as adopted by Council

The existing mandate for the Parks and Recreation Committee (By-Law 2022-034) will need to be revised, as appropriate, to reflect the outcomes of the evaluation.

Recommendation:

SD3. Review and evaluate the efficacy of the Parks and Recreation Committee and revise its mandate to incorporate resulting changes.

7.2.2 Non-Municipal Service Providers

The Municipality's parks and recreation services are supplemented by those of numerous other public sector and not-for-profit agencies, and community-based volunteer program providers and services clubs. These organizations are briefly described here and discussed further (as appropriate) in subsequent sections related to service delivery.

Other Public Agencies

In addition to its reference, community information and lending services, the Walkerton and Cargill branches of the Bruce County Library provide a variety of community programs that are open to all. As noted above, the Walkerton Library is the location of the community Art Wall.

Both the Bluewater District School Board and the Bruce Grey Catholic District School Board have elementary and secondary schools in Walkerton, with indoor and outdoor facilities that are available for community recreation as stipulated in Community Use of School policies/procedures. The Bluewater District School Board and the Municipality of Brockton have an agreement that covers reciprocal use of specified facilities belonging to each party.

The Saugeen Valley Conservation Authority is a community-based environmental organization, dedicated to protecting, restoring, and managing the natural resources of the Saugeen watershed. Its responsibilities include



conserving natural resources for economic, social and environmental benefits.¹ Its conservation areas provide recreation activities such as canoeing and kayaking, hiking, fishing and camping.

Grey Bruce Health Unit is one of a number of public agencies - including Brockton - involved in PLAY in Bruce Grey, a strategy designed to help residents of Bruce and Grey counties become more physically active through regular play. PLAY in Bruce Grey is a partnership of 17 municipalities in Grey and Bruce; Grey County; Bruce County; Grey Bruce Health Unit, two School Boards, as well as many community volunteers. Through education, promotion and local events, PLAY hopes to encourage residents young and old to stay active with fun activities in their community². Public health also works with municipalities and other groups - as requested - on a variety of topics to health topics relevant and recreation.

¹ <https://www.saugeenconservation.ca/en/about-us/about-us.aspx>

² <https://playbrucegrey.com/about-us/>

³ A complete list of groups by name is included in Appendix C.

Community-Based Volunteers

There are a variety of volunteer groups in Brockton that contribute to parks and recreation services. Minor sports groups include ball, hockey and soccer. Not-for-profit owner/operators of facilities/programs include Walkerton Golf and Curling Club, and Walkerton and Cargill Lawn Bowling Clubs, Jubilee Hall, and the Walkerton and District Agricultural Society. Funding/service clubs include Cargill and District Community Foundation, the Elmwood Chamber of Commerce, the Horticultural Society, the Rotary,

Kinsmen, and Optimist Clubs, Kinnettes, the Dirt Pigs Foundation, Chepstow Lions and the Legion.³ These groups' historical and ongoing fundraising activities support recreation facility and parks development. The municipality should continue to strengthen and nurture these important relationships.

Table 7-2: Resident Household Interest in Volunteering

	Random Survey (200 respondents)	Online Survey (271 respondents)
volunteering to work to source private sector grants/donors/sponsors	39%	10%
volunteering to help run programs/activities	16%	23%
organizing/assisting with local fundraising events	11%	38%
join a 'Friends of group (e.g., parks, Saugeen Trail)	32%	19%



7.2.3 Supporting Volunteer Development

There is a general trend towards declining volunteerism faced by many communities. At the same time, volunteers will continue to be needed if recreation services are to be delivered largely through facilitation. When asked about their interest in volunteering in community parks and recreation, however, there is typically some degree of positive response among residents. As noted in Table 7-2, respondents to the Master Plan household surveys indicated willingness to volunteer in several ways.

While the level of volunteerism that materializes in relation to expressed interest may be lower than indicated, the results indicate the potential to recruit new participants. This task would be part of the proposed Volunteer and Event Coordinator position's responsibilities. As a first step, the Municipality can use the results of the Master Plan surveys to seek out these individuals and encourage them to come forward. A general registry of those potentially available to volunteer

could be set up, along with identifying areas of specific interest, with the understanding that signing up means that they would be contacted about any opportunities that arise with relevant details/expectations before being asked to commit. As program/activity requirements are better defined, individuals with related interests can be sought if they are not available through the registry.

The [Canadian City Parks Report: Centring Equity & Resilience](#) (2021) by Park People is the 3rd annual look at trends, challenges, and opportunities related to Canada's city parks. As part of the study, a survey on COVID-19 was launched in April 2021. It was open to all Canadians and promoted through the Park People newsletter, social media and partner networks. Nearly 3,500 responses were received, including representation from all provinces and territories. The survey results showed a renewed interest in parks, a trend that was anecdotally reported throughout the pandemic, as well continued support for expanded parks-based activities:

- 89% had tried a new activity in a park in 2020, with top activities including regular walks through parks and trails (56%) and socializing with friends and family (40%).
- 50% reported their winter park use increased during COVID-19 compared to pre-pandemic winters with 73% saying they expected this use to continue or increase in post-pandemic winter seasons.
- 76% want to see more community programming in parks.
- 53% want outdoor arts/culture events.
- 51% want increased access to winter recreation activities in parks.

As might be expected, the survey findings showed that COVID-19 reduced volunteer opportunities. "The average number of volunteers per thousand dropped from 11.6 to 2.7 compared to last year's report, reflecting reduced opportunities for park volunteering due to the pandemic" (p. 39). At the same time, "volunteer interest is likely to rebound. 58% of Canadians said that COVID-19 had caused them to become



more interested in getting involved in stewardship projects [i.e., tending a community garden or assisting with invasive species removal] suggesting new interest in city, non-profit, and resident-led volunteer programs post-pandemic” (p.39).

These findings suggest the pandemic may have instilled a new, experiential-based appreciation of parks that can be tapped for volunteer involvement. The Park People survey also indicated that, “of all park types, Canadians prefer to visit their local neighbourhood parks (71%), naturalized or “wild” parks or green spaces (61%) and trails (60%)” (p. 5), which points to potentially specific types of volunteer involvement to be pursued in the short-term.

Engaging youth in volunteering is essential to ensure the longevity of the volunteer sector and the many services it provides to the community. The focus on environmental issues may be a topic of interest to secondary school students who require hours of community service and/or are planning on entering environmentally-related fields of study.

Recommendations:

- SD4. Use Master Plan survey results to follow up on expressed interest in volunteering and encourage people to register for specific volunteer positions or for possible future engagement as need/opportunity arises.
- SD5. Focus on post-pandemic interests/opportunities to attract volunteers to help with municipal projects and programs.

7.3 Policies and Practices

The following describes additional policy and practices to support the Master Plan’s implementation including community group affiliation policy, event policy, facility allocation policy, and social inclusion policy.

7.3.1 Community Group Affiliation Policy

The volunteer organizations that participated in the Master Plan survey provide a range of sport/recreation programming and periodic special events. Fourteen of 29 groups (48%) that responded to the survey expressed interest in additional assistance from the Municipality.

Half of the respondents (7 groups) indicated need for help with insurance, marketing and promotion, and assistance with funding applications, Table 7-3 shows that all the items listed solicited interest in some level of assistance. As noted elsewhere in the Plan, not-for-profit groups that are facility owners/operators requested direct financial support from the Municipality to offset costs.



Table 7-3: Areas of Interest for Additional Municipal Support to Volunteer Groups

Areas of Interest for Support	% (#) of Groups
marketing and promotion	50% (7)
communicating with the municipality	35.7% (5)
assistance with funding applications	50% (7)
volunteer recruitment	21.4% (3)
better facility scheduling	21.4% (3)
facilitating partnerships among service providers	28.6% (4)
insurance (securing, cost, etc.)	28.6% (4)
fundraising	35.7% (5)
volunteer training	28.6% (4)
volunteer recognition	35.7% (5)

The Municipality should consult with the community's volunteer groups to better understand their support requirements, and to inform the appropriate municipal response. To provide equity and consistency in the assistance provided, and to promote awareness of help that is available, a formal Community Group Affiliation Policy should be developed.

A Community Group Affiliation Policy describes the services available from the municipality to registered community groups in providing their program and services. Although not-for-profit community groups or organizations must be registered to receive municipal assistance, registration does not guarantee support. A standard, typically annual, registration/application process for eligible groups interested in municipal assistance "affiliates" them with the municipality and establishes a formal, consistent process for reviewing requests and monitoring policy effectiveness. Municipal staff review the applications and make recommendations to

Council for approval. The support provided is typically in-kind, with major funding provided through a separate mechanism (in Brockton, the Community Well-Being Grant). The extent of services available to affiliated groups depends on the capacity of the municipality to provide them.

The policy specifies criteria for affiliation and the services available to affiliated groups. Requirements for affiliation include items such as delivering programs and services that align with municipal goals/objectives in, for example, in the Master Recreation Plan; being an incorporated not-for-profit group operated by a volunteer board or executive committee; ensuring membership/participation in the group is available to all residents in the community; meeting criteria to measure the merit of the group's programs/services (e.g., does not duplicate existing programs/services, fosters physical activity/healthy lifestyles, etc.); the group primarily serves Brockton residents (e.g., a stipulated proportion of members/participants are from Brockton).



While several of the benefits to be considered may already be provided (informally if not through policy) to local volunteer groups in Brockton, it may be useful to bring these - and others identified through consultation - into a single policy. It can be used to provide clarity and consistency in terms of the range of support services available to volunteer groups and what they must do to be eligible to be, and remain, affiliated. Benefits to affiliated groups might include:

- facilities and equipment: free or proportionate discounted fees for use of facilities, spaces, equipment
- marketing and promotion: distribution of approved promotional materials at municipal facilities and assistance with contacts for the local media; free listing in the Community Recreation Guide
- grants and insurance: assistance from municipality in securing liability insurance, sourcing potential grants, and/or completing applications for non-municipal grant programs (e.g.,

Ontario Trillium Foundation, private sector, etc.)

- volunteer recruitment: posting volunteer needs for upcoming program season on the Municipality's website
- leadership training and development: course rebates for community volunteer development to a maximum amount/person/course (e.g., \$50/year) to a maximum amount per group/organization (e.g., \$200/year), provided the course is a core component of the organization/group's mandate, with priority being given to certain courses
- volunteer recognition and appreciation: as indicated in the Strategic Plan (HCC9), the Municipality is considering expanding its efforts in this area

The policy can also be structured to simplify its application over time. Specifying support in terms of, for example, percentage discounts on facility rentals to priority users, can help simplify fee schedules that change on a regular basis. The manner in which

support is provided can also vary. While not precluding assistance to individual groups when needed, support in some areas can be collective. Assistance with accessing external funding, for example, can include group training sessions on writing grant applications.

7.3.2 Event Policy

Events - including both community and visitor-oriented ones - are becoming a larger component of community recreation services. They require careful planning and coordination to implement, and all incur costs to deliver. At the same time, all events can be potential revenue-generators and there is an increasing emphasis on hosting visitor-attractive events in most communities to this purpose. The Municipality, therefore, should be prepared to address interest in both types of events, as directives in the Strategic Plan suggest:

- HCC8: Offer municipal assistance as requested for new or revived community events throughout Brockton, including assistance with grant applications.



- ED58: Assist with coordination of special events and activities such as:
 - A major event for the official opening of the new park.
 - A heritage festival or similar event in supporting the hamlets.
 - Assist with downtown special events.
 - Boosting our on-line presence inviting shoppers and tourists to “Come home to Community” in Brockton

As suggested by these strategic directives, the Master Plan does not anticipate a large role for the Municipality in delivering its own events. The focus, therefore, is on supporting volunteer-driven events for which a municipal policy should be developed, including distinguishing between community and visitor-oriented events. The proposed Volunteer and Event Coordinator position will be responsible for the development and delivery of events.

A systematic approach to event planning and delivery can be effective in ensuring the optimal delivery of municipal support to community

groups that operate events. Municipal policies and procedures in this area of service provide consistency in the planning and delivery of events and festivals held on municipal property, as well as those held on non-municipal properties that could impact municipal services. Establishing a municipal event policy serves to:

- articulate the Municipality’s role in the planning and delivery of events and festivals
- provide consistency in information for the public and community organizations regarding municipal supports and services such as in-kind staffing, municipal services provision, cost recovery, and financial contributions to community groups
- support interdepartmental teamwork and clarify roles and responsibilities for municipal staff and volunteers to support event planning, promotion, attendance, and management (inter-departmental teams would likely include Community Services, Clerk’s

Office, Fire Services, Emergency Services, etc.)

- address cost recovery for municipal services.

Staff Support and Administrative Procedures

A policy can establish consistency and clarity on the roles and responsibilities of both Municipal staff and community groups in delivering events including dedicated resources provided through in-kind staff contributions to support event delivery. Municipalities generally provide support in facilitating event applications, permits, and coordination of municipal services through an events team. Internally, policies/procedures should also be established to identify municipal staff contribution by department.



Financial Support

An events policy can establish the municipality's position in providing financial support for qualified events. This can include fee waivers, cash grants or in-kind services. The fee waiver or cash grant is often tied to the cost of municipal services required to stage the event. A separate budget could be set up for this type of funding.

Cost Recovery

A framework to address cost recovery requirements for municipal services (waste management, EMS, traffic management, labour) should be developed. This is important to controlling costs, particularly as budgets may be constrained to support an increase in community events.

Policies and procedures vary and can be directed internally to clarifying municipal staff supports and inter-departmental collaboration and establishing cost recovery approaches or externally to organizations on guidelines and fees, adherence to municipal by-laws, and impacts on municipal service requirements.

There may also be merit to separating community-serving events from those designed to attract visitors to Brockton, to ensure that the municipality's contributions are in line with its capacity and the anticipated 'return on investment.' The following criteria are suggested for determining an event's designation as visitor attractive. The event:

- must be open to the public and is expected to bring a substantial number of people into the community, and
- is expected to create a positive economic development impact for the community, and
- is expected to promote the area regionally, provincially, nationally or internationally.

In summary components of an event policy should outline:

- the designated internal team of event management staff from various departments
- the responsibilities of municipal team departments and event organizers

- the support available by type of event such as use of municipal supplies such as portable event fencing, trash cans, etc.; delivery and pick up of municipal equipment; assistance with developing a marketing/advertising plan, economic impact survey and analysis for visitor focused events
- a process for event organizers to apply for funds or in-kind supports
- a manual that includes standard forms and procedures, which may include guidelines for event organizers, event operations, vendor agreements, emergency procedures and volunteer registration
- as required, approaches to transportation/traffic management plans to improve access to and from event sites
- requirements/expectations on cost recovery of municipal services provided



7.3.3 Facility Allocation Policy

This policy distributes community use in municipally owned and operated facilities according to set 'use/user priorities', and a scheduling process that occurs at regular intervals throughout the year. Municipal recreation's typical focus on children and youth programming usually puts programs serving these age groups at the top of the priority list for allocation. Other uses/users are organized in 'descending' order from those most closely aligned with municipal service objectives to residents and non-residents. While current levels of facility use in Brockton do not suggest competing demands for available facility time, proposed shifts in ball diamond or soccer field use, and population growth along with new program development may generate demand that warrants a formal approach to allocation.

The overall purpose of allocation policy is to provide consistent and equitable access to facilities based on municipal service objectives. It can include supporting continued programming by

existing groups; encouraging program provision by new groups; and ensuring that facilities are used as intended for program development purposes. Items to consider for inclusion are:

- facilities to be included
- definitions of seasons, prime and non-prime time and relevant allocation distinctions
- user groups that should be reflected (e.g., age groups; profit/non-profit groups; special populations; male/ female-serving groups; and established/new groups)
- types of uses to be reflected (e.g., recreation skill level/advanced skill level; type of activity such as sport, fitness, arts, social; subsidized/ revenue-producing; special events; closed/open to public, etc.)
- procedure/protocols for scheduling, payments, rainouts, changes in bookings/cancellations, refunds, etc.
- allocating tournament time to identified user groups (e.g., adults), to incorporate revenue-generating use of facilities.

The priorities assigned to each of these elements will have implications for program/activity providers, participants/ users and the municipality, and should be evaluated on the basis of how they achieve the policy's intended purposes.

In Brockton, allocation policy for ball diamonds may be needed first, although soccer fields could be included, as facilities that are similar in terms of the above noted considerations. If tennis and pickleball courts are designed as dual use facilities, a separate allocation policy may be needed to ensure both uses are provided with equitable access to both prime and non-prime time for organized and casual use, as appropriate.

7.3.4 Inclusion Policy

Parks and Recreation Ontario's audit of the 2015 Framework for Recreation in Canada⁴ references several policy areas for consideration by municipalities. These encompass the need to address concerns regarding affordability, diversity and inclusion. While attention may be paid in practice to some or all of

4 <https://www.prontario.org/public/policy/Framework%20Audit%20Tool%20V%201.pdf>



these concerns, interest in documented policy is becoming more apparent. Inclusion policy can be corporate-wide or specific to recreation services. The latter focuses on the topics addressed in the Framework:

- affordable access
- enabling people of all ages to participate in recreation
- actively engaging persons of diverse and racialized backgrounds in developing, leading and evaluating recreation and park activities
- working with Aboriginal communities in pursuit of all five goals in the Framework for Recreation in Canada 2015
- applying a gender equity lens when developing and monitoring policies, programs and practices to facilitate full participation of women and girls in all types of recreation
- ensuring non-discrimination of, and providing a welcoming and safe environment for, people of all sexual orientations and sexual identities

- working with persons with disabilities to facilitate their full participation in recreation across all settings by removing physical and emotional barriers
- addressing the unique challenges to access and service capacity in rural and remote communities

This policy would look to integrate legislated requirements with those that extend beyond AODA. It could also be used to link efforts on inclusion that the Municipality pursues in the areas of facilities and programs.

Inclusion can be narrowly or broadly defined. In formulating relevant policy, therefore, the meaning of ‘inclusion’ and what it will encompass is important to clarify as it represents a promise to the community. It should, therefore, be tied to the capacity of the municipality to realize stated goals and objectives, and specify where this will require assistance from other public or not-for-profit agencies to achieve. Otherwise, it may be viewed as a meaningless gesture when stated intentions are not achieved.

Recommendations:

- SD6. Develop a community group affiliation policy to provide clarity and consistency in terms of the range of support services available to all volunteer groups and what they must do to be eligible to be, and remain, affiliated.
- SD7. Consult with volunteer recreation groups to confirm the type and extent of required assistance to sustain/grow their programs/events, and to inform development of the policy within the capacity of the Municipality to provide support.
- SD8. Develop an event policy to guide the Municipality's support to providers for, and management of, community-oriented and visitor-attractive events.
- SD9. Develop a facility allocation policy for ball diamonds and soccer fields.
- SD10. Develop a social inclusion policy.



7.4 Collaboration and Agreements

The Municipality has several agreements with other agencies and organizations that enhance community access to facilities and services. They are summarized in Table 7-4.

Table 7-4: Summary of Agreements with Other Organizations

Organization & Agreement (year)	Summary Description
Leases for Cargill and Walkerton Lawn Bowling Clubs to operate the Walkerton and Cargill lawn bowling greens, respectively (2021)	<ul style="list-style-type: none">• Municipality owns property and greens• Club constructed and maintains greens• Open to all citizens in the Municipality and surrounding area, with no restrictions on use other than compliance with rules• Club responsible for all operating costs, except for items specific to insuring Municipal property and liability• Club recommends capital expenditures deemed necessary to the Municipality for review and approval• Club can request Municipal assistance in sourcing, applying for and securing grants to contribute to the operation of the facility.
MOU with Walkerton Agricultural Society for use of each other's respective facilities/spaces (2021)	<ul style="list-style-type: none">• Municipality provides Walkerton Community Centre free of charge (with noted exceptions) for the Society's annual 4-day Little Royal Fair, and grounds at other times when not scheduled for other uses; pays rent for annual use of storage space in the Society's building from December to May• Society provides Building #3 for Municipal use free of charge (with noted exceptions) during designated times in the summer• Both parties follow proper booking procedures; supervise their uses; are responsible for their damages; cover respective insurance costs; meet annually to review the agreement.



Table 7-4: Summary of Agreements with Other Organizations

Organization & Agreement (year)	Summary Description
Reciprocal Use Agreement with Bluewater District School Board (2021)	<p>Municipality makes available its athletic fields, ball diamonds, arena floor, tennis courts, trails and ice surface to Board schools located in the Municipality for curriculum-based school activities held during the school day.</p> <p>Board makes available its athletic fields, ball diamonds, classrooms and gymnasiums located in Brockton during non-school hours when these facilities are not required for day school activities.</p> <p>Both parties provide their facilities free of charge excluding any costs associated with custodial / maintenance, special equipment needs or instructional materials incurred by their respective use.</p> <p>Both parties follow proper booking procedures; supervise their uses; are responsible for their damages; cover respective insurance costs; record of use and cost savings due to no rental fees being applied, and mutually review this data annually; have access to equipment and storage for - equipment for activities upon mutual agreement.</p> <p>3-year term with 60-day notice for termination</p>



These agreements are current and appear to be working well. The Walkerton District Community School, which comes under the reciprocal agreement noted above, indicated that gyms are very well used now. There is potential, however, to increase community use of the library, cafeteria and outdoor fields. Changes in the supply and type of municipal facilities at a new arena complex may warrant revisions to the reciprocal use agreement with the BDSB in terms of facility components included in the exchange. The Catholic District School Board indicated that use of its gyms has not yet rebounded after COVID-19, which may provide access to space for program development or to accommodate community group activity (e.g., pickleball).

As noted above, the lawn bowling clubs interest in additional municipal financial support may require revisions to their agreements when next reviewed. Agreements should continue to be regularly reviewed and updated, as needed. The review cycle (e.g., five

years) could be included in agreement with the understanding that this would not preclude a review prior to that time, if required. Any future collaborations should be supported by appropriate agreements.

Actively seeking new collaborations is a task that could fall to the proposed Volunteer and Events Coordinator. Good quality facilities and co-located field configurations are assets to be promoted for programs/events that serve regional or provincial events and/or for use by organizations that are not facility-based. Large events also bring associated spending to the host community, both directly and in terms of spin-offs. The Municipality has already hosted an Ontario Federation of Secondary School Associations (OFSAA) event at the Bruce Power Regional Soccer Park. As OFSAA competitions occur during academic hours, they are an ideal way to improve facility use during non-prime time while supporting youth involvement in physical activity and sport.

Brockton is also within the Ontario Senior Games Central Region, District 27: Grey Bruce.⁵ While the particulars regarding criteria for hosting, and expectations regarding fees and services would need to be verified with the organization, accommodating these events for activities such as softball, slo-pitch and lawn bowling is a potential consideration.

Inclusive programming is another area for potential growth. Special Olympics Ontario (SOO) partnerships with municipalities. Through its program development function SOO partners with municipal recreation departments to bring more inclusive programs to communities.

“Over the past 50 years Special Olympics has grown from a modest program serving local athletes to become the world’s largest movements [sic] dedicated to promoting respect, acceptance, inclusion, and human dignity for people with intellectual disabilities through sports. Special Olympics Ontario has optimized the benefits of a healthy and active lifestyle

⁵ <https://district27.osga55plus.ca>



through sport to improve the well-being of individuals with an intellectual disability. Their vision is that sport will open hearts and minds towards people with intellectual disabilities and create inclusive communities all across Ontario.”⁶

To this end Special Olympics is partnering with municipalities in Ontario to support them in developing and providing programs for people with intellectual disabilities. SOO provides assistance in the areas of volunteer and coach training courses; athlete and volunteer recruitment for the program; support for promotion; and competition opportunities. Municipal contribution to the partnership may include facilitating/running the program as part of its regular roster; providing facilities, equipment, etc.; setting the price for participation; providing necessary coaching, staff and volunteers; providing SOO with limited feedback on participant profile (e.g., age and gender); encouraging all involved with the program to register with SOO; abiding by SOO policies and

procedures; paying relevant expenses (as agreed upon between the parties); providing insurance coverage for events / programs. The municipality retains all income from the program. The Municipality of Brockton is in SOO’s Central Ontario region.

Maintaining and expanding efforts in the area of collaboration is supported by the Strategic Plan’s directions (HCC6 and MG63): Continue to develop partnerships to revive, develop, and promote events in Walkerton that support business, community, and service clubs; maintain strong relations with school partners.

Recommendations:

- SD11. As required, integrate revisions regarding support to community groups in existing agreements, and continue with regular reviews and needed updates.
- SD12. Consider agreements with organizations such as the Ontario Senior Games Association and Special Olympics Ontario to operate

their programs using Brockton’s sports facilities.

SD13. Support new collaborations with appropriate agreements.

⁶ <https://www1.specialolympicsontario.com/our-mission/>



7.5 Financing Service Development

For some time, economic realities have required municipalities to look to a variety of sources beyond the tax base and other public funding mechanisms to finance parks and recreation services. Tables 7-5 and 7-6 show the Master Plan survey results on suggested ways to generate funds in the community for parks and recreation service development.

Both resident household surveys and user groups revealed a relatively positive response to several suggestions on ways to support future service development, including paying more fees to use services, donating to a capital campaign, purchasing an amenity for a park, and helping with fundraising activities. Suggestions that were not generally supported include property tax increases, increases in facility fees for user groups and/or their direct contributions to capital costs.

Collectively, there is community willingness to contribute to service development, and this is likely a

reflection of past involvement in parks and recreation related projects - particularly among online survey respondents who are more likely to be service users. Several programs for financing parks and recreation services are discussed below. Appendix D contains examples of municipal policy on these types of initiatives. As the examples show, some municipalities choose to create a single policy to cover more than one income stream.

Commemorative Tree and Bench Program

These types of programs are designed to encourage citizens to commemorate people or events through donations that 'purchase' parks-based amenities, some of which are eligible for charitable tax receipts. A sample of municipal programs reveals some that encompass a potentially broader scope for community support, while others are more specific. The City of Greater Sudbury's Parks Services Donation and Memorial Program allows the public to "make donations to commemorate a special person, a momentous occasion or simply donate as a philanthropic

gesture to beautify a community park. Donations towards the purchase of park enhancements or memorial gifts can include park benches, trees (hardwood and conifers), bike racks, picnic tables, sun shelters, sports equipment (basketball standards, tennis nets, soccer goals, etc.), playground structures, other options to be discussed with Parks Services." The policy also notes that donations for parks are guided by site-specific plans.

Strathcona County's (Alberta) Parkland Memorial Program notes:

"The Parkland Memorial Program provides individuals, groups and organizations with the opportunity to beautify Parkland in Strathcona County by planting trees or installing Parkland Amenities in remembrance, observance or acknowledgment of an appropriate event, occasion or individual. Approval of applications will be based on aesthetic considerations, improvements to the level of service to our Parkland users and with the intention of facilitating planned development in our Parkland. "Amenity" means any bench, table, park furnishing or other structure



Table 7-5: Resident Household Interest in Contributing to Service Development

		Random Survey (200 respondents)	Online Survey (271 respondents)
Paying	paying more fees to use services	16%	36%
	accepting an increase in property taxes	6%	29%
Donating	donating an amenity for a park (e.g., bench, tree, picnic table)	33%	18%
	donating money to a capital campaign	21%	37%

Table 7-6: User Group Level of Agreement with Options to Supporting Service Development

	Agree	Disagree	Uncertain	Total
Our organization would start paying/would pay higher user fees to improve the quality of recreation facilities we use	17.9% 5 groups	32.1% 9 groups	50.0% 14 groups	28 groups
Our organization would contribute to the capital costs of developing new facilities for our use	14.3% 4 groups	32.1% 9 groups	53.6% 15 groups	28 groups
Our organization would help with fundraising activities for facility development	57.1% 16 groups	10.7% 3 groups	32.1% 9 groups	28 groups



or development that increases the physical or material comfort of the park. It may include a memorial plaque.”⁷

Donation Programs

A general donation program could be considered to support recreation services, although it would likely need to include other areas to which residents could donate. The City of Toronto includes an opportunity to donate to specific service areas in its tax mailouts. This Voluntary Contribution program notes, “You can make a voluntary contribution (donation) to support a variety of City programs and services that matter to you. You can make a donation in any amount from \$1 up to \$50,000 [to specified categories, which include]: children; youth and parenting; history, art, and culture; parks, gardens and beaches.”⁸

These are only four of 12 categories listed on the insert, including general revenues. Potential categories for the Municipality of Brockton could include recreation services in general or be refined to allow contributions to be

directed to specific facility improvement projects or program areas.

Park/Facility Naming Rights

Financial support can be recognized by naming a park or facility after the donor. In recent years, the practice of naming places after individuals has come under fire as public pressure emerges to rename institutions, streets, and other public spaces when the namesake’s worthiness is called into question - whether this is an individual or a business / commercial enterprise. A possible way to preclude this eventuality is to provide a highly visible plaque in the park or facility that acknowledges the individual or business that contributed to its development, while choosing a formal name that is relevant to/reflects the community as a whole.

In addition to the benefit noted above, multiple donors can be equally recognized for their contributions, which opens the door for a wider reaching campaign and possibly various levels of support. For an individual or

organization to be considered for sole naming rights, however, minimum contributions levels could be set based on the relative cost of providing the park or facility or a contracted period for the right.

Advertising and Sponsorship

These policies outline the content, locations, types, processes and fees for purchasing advertising space in municipal buildings or on municipal properties or sponsoring projects and events. They are designed to generate revenue for the corporation while ensuring acceptability from various perspectives: legal, appropriate content/images/messages, etc.

Brockton’s by-law for 2023 Fees and Charges for Goods and Services (2022-160) includes several fixed rates for sponsorship and advertising at the Walkerton Community Centre arena. In tandem with new facility development, the cost-benefit of a ‘user fee’ approach to these revenue-generation methods items should be reviewed and, ideally, further developed in policy that

⁷ <https://agendasonline.greatersudbury.ca/?pg=feed&action=file&attachment=5992.pdf>

⁸ <https://www.toronto.ca/services-payments/property-taxes-utilities/property-tax/voluntary-contributionoption/>



details their purpose and parameters, including a process for setting rates, and reviewing them on a regular basis.

Community Capital Campaigns

Capital campaigns can be used to raise funds for large building projects, as well as for smaller, community-supported initiatives that contribute to parks and recreation infrastructure. Key elements of this approach to planned fundraising include: a predetermined monetary goal attached to providing a concrete project, sufficient lead time to raise funds, a timeframe for completion, broad-based community involvement in the effort, and ongoing communications about its progress. Often, incentives are provided to motivate contributions (e.g., matching funds, public recognition of donors, etc.). Where possible, coordinating these campaigns with other similar initiatives in the community should also be considered to minimize the negative impact of concurrent requests for monetary contributions.

The Strategic Plan directions include working with community partners to

launch a fundraising campaign for the new recreation complex (QoL13). This project presents an ideal opportunity for this type of community-wide campaign. Its scope merits considering issuing an RFP for professional services to design a structured plan for this purpose.

User Fees

As in the case in all communities, there is limited capacity to both maintain low fees and improve parks and recreation services. In smaller communities, however, it can be particularly difficult to balance the two as expectations are high in terms of service variety and quality while the potential to fund them is constrained by a relatively small tax base. As noted in Table 7-5, there is noticeably more support for increases in user fees than property taxes - with limited interest in the latter as a means of financing parks and recreation services.

Anticipated residential growth could produce development charges for new facilities. New services resulting from new facilities will add to

municipal provision costs. Depending on community growth and service development, a formal review of user fees in relation to the costs of service provision may be required in the latter stages of the planning period. A detailed assessment of costs, recovery targets, variable rates, and consultation with the community on proposed principles for setting fees would likely require professional services in pricing policy. The potential to increase facility use with lower rental fees during non-prime time could be part of this investigation.

One approach to developing a pricing policy is that of GreenPlay ©, which uses a 'pyramid methodology for resource allocation/cost recovery.' This approach is illustrated in Figure 7-2 and depicts a direct relationship between the extent of community benefit derived from recreation services and the level of subsidization. This approach allows the municipality the flexibility to provide a wide range of services and focus subsidies on those that meet its mandate in community recreation,



while limiting involvement in those that primarily benefit individuals.

Recommendations:

- SD14. Develop programs related to revenue generation to help finance parks and recreation services in the following areas: commemorative tree and bench, donations, park/facility naming, advertising and sponsorship, and community capital campaigns.
- SD15. Consider issuing an RFP for professional services to design a capital campaign for the new arena/recreation complex.
- SD16. Consider the need to review user fees in relation to the costs of service provision in the latter stages of the planning period.

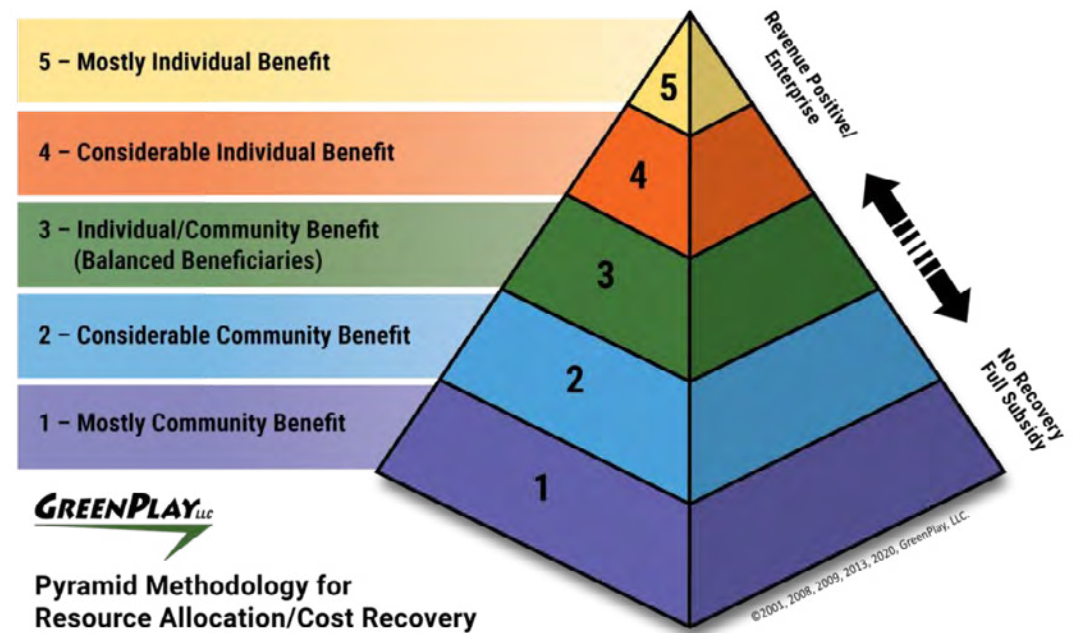


Figure 7-2: Pyramid Methodology for Resource Allocation/Cost Recovery (Source: <https://greenplayllc.com/resource-allocation/>)



7.6 Efficiencies in Service Delivery

Efficiencies in delivering parks and recreation services in Brockton comprise both quantifiable cost savings and process improvements, the latter for which dollar savings cannot necessarily be documented. Moreover, population growth in the Municipality will lead to increased capital costs, as required new facilities and parks are added to supply along with corresponding additional operating costs. At the same time, population growth will contribute to increased use of existing assets, which will offset costs associated with their operations. A continued focus on indirect service provision and evidence-based facility and program delivery will help minimize additional expenditures for both existing and new services.

Calculated cost savings and efficiencies were identified from current budgets for parks, libraries, Walkerton Community Centre, Cargill Community Centre and the disposal of Bradley School House community centre.

Programs generally run on a cost recovery basis, and Lobies Campground continues to generate net positive income. Replacement and upgrading of capital equipment at its ideal life cycle will generate savings on energy, maintenance and the repair lines of the operating budget.

Cost Savings

The total amount of budgeted expenditures is \$277,857 upon a review of all utilities (hydro, gas, water, propane), fuel and maintenance/repair costs. An annual savings of \$57,790 or 20.8% could be realized if the Municipality converts more lighting to LED; installs more efficient HVAC units, heat pumps and variable frequency drives; and converts its ice re-surfacer and part of its vehicle fleet and small grounds equipment to electric. Energy audits of facilities would need to be conducted to recommend other improvements (insulation/upgraded windows, etc.) to calculate more detailed savings potential.

Quantifiable Efficiencies

Staff time for watering hanging baskets and planters in Walkerton, Chepstow, Cargill and Elmwood is currently \$14,280 (952 person hours). Continuing to convert hanging baskets/planters to water reservoir styles will result in a reduction in staff time to 272 person hours and a 71.4 % savings \$10,200 annually for this particular task. The staff time saved would be made available for other tasks. Grass cutting time can be reduced by 20% in some parks with more tree planting and naturalization (as recommended herein). Although horticulture and forestry management areas will increase, it will help offset increased greenhouse gas emissions associated with population growth and development.

Recent inflation has countered most of the efficiencies found in staff time productivity. Post-COVID operations staffing levels will return to full complement as operations and programming return to pre-COVID levels.

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Section 8: Implementation





8.0 Implementation

8.1 Introduction

This section outlines the proposed implementation strategy for the Master Plan's 177 recommendations. Following a discussion of key considerations, the recommendations are presented by service areas (Programs and Events, Facilities, Open Spaces, Service Delivery), accompanied by the anticipated cost allowances and timeline associated with discrete tasks. For a more complete explanation of each recommendation, please refer to the corresponding discussion in the preceding sections.

This implementation strategy should be considered a living document. In monitoring and evaluating the Facilities Master Services and Facilities Plan, changes that result from work completed should be reflected in systematic reviews that track the initiation, progress and completion of each item as they are implemented in annual work plans and budgets.

8.2 Considerations

The proposed roll-out of recommendations is based on the information available at the time of the Master Plan's development and includes the following considerations:

Operational vs. Capital Projects

Of the 177 recommendations, 77 are operational in nature. This means the implementation of these recommendations would be undertaken by staff as part of their day-to-day activities. The remaining 85 capital recommendations and 15 recommendations to undertake supplementary studies require discrete budget allocations for execution. This includes both improvements/repairs to existing facilities, as well as the design and construction of new facilities and amenities. The capital cost estimates for parks and trails include design fees, initial project start up permits, insurance, protection fencing, construction signage, contingency and cash allowance.

Dependencies and Efficiencies

While recommendations are described as individual initiatives, many are interrelated and need to be considered in the larger context of achieving efficiencies in implementation. Some recommendations must be initiated and completed before other recommendations can begin, while others may benefit from being undertaken simultaneously in terms of process efficiency and providing a more fulsome approach to physical improvements.

Budget Considerations

The implementation sequence attempts to evenly distribute the costs of recommendations over the Master Plan's 10-year time frame. This includes costs associated with operations, planning/design and implementation. The total cost allowance of all projects over the 10-year schedule is approximately \$5,524,800.

It should also be noted that costs for some recommendations are not



available and are yet to be determined. These have been noted in the forecast and would be in addition to the numbers provided in the Master Plan. Another factor to consider are cost premiums/ fluctuations due to the pandemic and inflation. The current situation makes it especially difficult to attach estimates to recommendations. This is particularly true at a master plan level where the potential range in design and the quality of materials and finishes are also unknowns, and are determined by the municipality.

Staff Resources

The need for staff resources to do the work requires both a distribution of tasks over time and, in some cases, hiring additional staff to take responsibility for implementation. It will

also require coordinated efforts both internally and externally.

Flexibility

The proposed schedule reflects a reasonable roll-out, assuming no major obstacles to activation. However, it is expected that some projects may need to be delayed due to unforeseen circumstances. There may also be opportunities to “fast-track” other initiatives.

Ongoing initiatives are to be carried through each year to the end of the Master Plan’s term. Their applicability throughout the entire period, however, will depend on evolving needs in relation to service development. For example, program expansion for specific interests may be sufficient to meet demand in considerably less than

ten years (subject to potential changes based on continuation of monitoring and verification of need). The point at which this will happen, however, is unknown and thus not identified as an “end-date” in implementation. The recommendations shown as time-limited endeavors may also extend beyond the years shown. It may take longer to complete the identified activities and/or the completion of a recommendation may result in a new system component or procedure. Recommendations to establish formal agreements or contracts, for example, are shown as time-limited for negotiating arrangements that will create new, ongoing relationships between the municipality and other providers (e.g., volunteers, agencies, businesses, etc.).

Table 8-1: Cost Breakdown

Area of Recommendations	Timing				Total Cost Allowance
	Immediate (Year 1)	Short (Years 2-4)	Medium (Years 5-7)	Long (Years 8-10)	
PE: Programs and Events	-	-	-	-	-
FA: Facilities	\$1,774,000	-	-	-	\$1,774,000
OS: Open Spaces	\$237,600	\$1,180,000	\$698,800	\$745,400	\$2,861,800
SD: Service Delivery	\$25,000	\$120,000	\$60,000	-	\$205,000

8.3 Anticipated Cost Allowances and Timing

Table 8-1 outlines the total cost allowances by timeframe for each section of the Master Plan, and Table 8-2 outlines in detail the anticipated allowances and timeframe for implementing each recommendation.



Table 8-2: Master Plan Recommendations, Suggested Timeline and Estimated Costs

Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
PROGRAMS AND EVENTS					
Existing Program Delivery					
Continue offering municipal programming for diverse age groups and interests.	Absorbed in operating budget/Programming Coordinator's responsibilities				-
Continue supporting and promoting user groups that deliver recreation programs and events in the community.	Absorbed in operating budget/Programming Coordinator's responsibilities				-
New and Expanded Activities					
Develop drop-in/informal social hours for dedicated groups.		Absorbed in operating budget/Programming Coordinator's responsibilities			-
Expand supply of non-sports programming by providing more short-duration programming models.	Absorbed in operating budget/Programming Coordinator's responsibilities + capital costs to hire instructors				-
Evaluate short-duration activities to measure their success in serving particular markets and to determine any potential for extension as long-term programming.		Absorbed in operating budget/Programming Coordinator's responsibilities			-



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Provide opportunities for programming on trails and the Saugeen River, including self-directed unstructured activities.		Absorbed in operating budget/Programming Coordinator's responsibilities			-
In the spirit of truth and reconciliation, engage local Indigenous groups to co-develop programming that celebrates Brockton's water heritage.	Absorbed in operating budget/staff responsibilities				-
Program Planning, Evaluation and Promotion					
Institute formal recreation services planning and evaluation activities on a regular basis with major program/service providers.	Absorbed in operating budget/staff responsibilities				-
Consider using dedicated Recreation & Leisure social media accounts to promote activities.	Absorbed in operating budget/staff responsibilities				-
Total Estimated Cost for Programs and Events:	-				



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
INDOOR AND OUTDOOR RECREATION FACILITIES					
Twin Pad Arena/Recreation Complex					
Issue an RFP for a detailed feasibility study on providing a community recreation complex to include a twin pad arena and other needed indoor facilities, including support for providing and phasing proposed new recreation components, and a review of previously considered sites to confirm the cost-benefit of redeveloping on the WCC property.	\$60,000 (2023 budgeted amount) + site assessment				\$60,000
Time development of the new arena to anticipate the need for at least one pad to be operational, to replace the Walkerton Arena before the concrete pad fails and requires the projected multi-million dollar investment to replace it; decommission the Walkerton Arena.		Costs as per results of feasibility study			-



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Determine the market for year-round ice in one of the two pads and, if viable, incorporate requirements in design/construction, with the second pad providing winter ice, and ice-out season use of the concrete pad for programming and events.	Include in scope of detailed feasibility study	Costs as per results of feasibility study			-
Conduct a follow up study on the potential need to repurpose the existing Walkerton Community Centre arena for future recreation services or the site's suitability for conversion to an alternative use (e.g., affordable housing).				\$25,000 (may not be required until beyond Master Plan's timeframe and does not include 'next phase' design/ costs to do so if needed).	-
Conduct a comprehensive engineer-led building conditions assessment of the WCC within the next year.	\$15,000				\$15,000



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Existing Community Centres					
Develop and implement a formal, coordinated marketing/promotion plan for Elmwood and Cargill Community Centres, in consultation with the joint Board of the former, to include facility availability and capacity for all potential uses.		Absorbed in operating budget/staff responsibilities			-
Consult with the Grey Bruce Health Unit to investigate using the halls' commercial kitchens for community programming and food producer rentals.	Absorbed in operating budget/staff responsibilities				-
Continue to work on achieving full AODA accessibility of Elmwood Community Centre.	Absorbed in ongoing operating budget, with implementation to be determined/ budgeted annually				-
Retire and surplus the Bradley School House, and direct sale proceeds to other capital recreation projects.	Absorbed in operating budget/staff responsibilities				-
As per the Municipality's Strategic Plan (HCC4), continue to financially support Victoria Jubilee Hall to ensure its success and sustainability according to the vision set by its Board of Directors, which promotes arts and culture in the community.	Absorbed in operating budget/staff responsibilities				-



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Asset Management					
Continue to implement the 2021 Asset Management Plan.	Absorbed in ongoing operating budget, with implementation to be determined/ budgeted annually				-
Ball Diamonds					
Activate underused facilities to meet demand for additional access to ball diamonds during the term of the Master Plan.		Absorbed in ongoing operating budget as demand warrants			-
Undertake LED lighting, post and fencing upgrades on WCC diamond #3, and consult with ball diamond user groups and facility providers to develop a strategy for further required capital and ongoing maintenance improvements to align with facility needs by type and use (e.g., softball, hardball, games, practices).	\$200,000 (LED lights; 2023 budgeted amount) \$25,000 (post and fence upgrades; 2023 budgeted amount)	Absorbed in operating budget/staff responsibilities			\$225,000
Institute ongoing monitoring and tracking of ball diamond use to confirm population based supply ratio of 1 diamond per 978 people, for planning purposes.	Absorbed in operating budget/staff responsibilities				-



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Soccer Fields					
Implement known, required capital and ongoing operations/maintenance improvements to the Bruce Power Regional Soccer Park to support its growing function as a hub for soccer activity.	1,500 sq. ft. washroom/concession building \$880,000; parking and related walking trail relocation \$380,000 (carried forward from 2022)				\$1,260,000
Consult with soccer field user groups and facility providers to develop a strategy for planning appropriate use of the community-wide supply of soccer fields in relation to the Bruce Power Regional Soccer Park and its function within Brockton and the wider region.		Absorbed in operating budget/staff responsibilities			-
Institute ongoing monitoring and tracking of soccer field use to confirm future need for additional fields.	Absorbed in operating budget/staff responsibilities				-
Anticipate the need to allocate time on soccer fields for other types of field sports in response to emerging trends.			Absorbed in operating budget/staff responsibilities		-



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Tennis and Pickleball Courts					
Implement current plans to refurbish Centennial Park tennis courts to accommodate pickleball and tennis.	\$214,000 (2023 budgeted amount)				\$214,000
Use preliminary provision ratio of 1 dual tennis/pickleball court for 2,500 population for planning purposes, which will meet facility requirements for current population through refurbishment to four existing courts, and need to the end of the Plan's term by adding one court to supply.	no cost				-
Monitor use of both tennis and pickleball courts to confirm demand for additional facilities and/or dual use scheduling of existing courts to equitably accommodate both uses, and to adjust provision level, as warranted.	Absorbed in operating budget/staff responsibilities				-
Pool					
Continue to operate the outdoor pool at Centennial Park.	Absorbed in operating budget/staff responsibilities				-



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Do not develop an indoor pool in Brockton. Residents are part of a relatively small market that supports the indoor pool in Hanover, which cannot feasibly support a second aquatic centre.	no cost				-
Lawn Bowling Clubs					
Continue to support both lawn bowling clubs in Brockton.	Absorbed in operating budget/staff responsibilities				-
Review approaches related to service support and formulate new/revise existing policies and practices.		Absorbed in operating budget/staff responsibilities			-
Asset Management					
Continue to implement the 2021 Asset Management Plan.	Absorbed in operating budget/staff responsibilities				-
Facility Planning ¹					
Expand existing/develop new mechanisms to produce a comprehensive picture of community-wide facility use for planning.		Department staff to collaborate to operationalize			-

¹ Planning processes would need to be implemented early in order to operationalize.



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Use management software to collect and tabulate data in a manner that contributes to facility planning and operations that is in line with identifying evidence-based demand, purposes.		Absorbed in operating budget/staff responsibilities			-
Work with community groups that use municipal facilities and other not-for-profit recreation service providers to design an information reporting system that will feed into the management software program for tracking/monitoring purposes.		Department staff to collaborate to operationalize			-
Periodically visit and record use/activity at facilities available for casual use.		Absorbed in operating budget/staff responsibilities			-
Total Estimated Cost for Facilities:	\$1,774,000				



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
OPEN SPACES					
Municipal-Wide Open Space Recommendations					
Develop a parks by-law.	Absorbed in operating budget/staff responsibilities				-
Develop a signage strategy.	Absorbed in operating budget/staff responsibilities				-
Consider developing a public art strategy.		Absorbed in operating budget/staff responsibilities			-
Develop a land access strategy.		Absorbed in operating budget/staff responsibilities			-
Implement maintenance fund to help pay for park, trail, and water access maintenance.		Absorbed in operating budget/staff responsibilities			-



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Implement boot brush stations.	Absorbed within site-specific future improvements				-
Promote accessibility and ensure new parks and trails meet Accessibility for Ontarians with Disabilities Act (AODA) standards.	Absorbed in operating budget/staff responsibilities				-
Continue to provide/add more washrooms and water fountains to public parks.	Included within existing/forecasted budgets or cost estimates for other recommendations				-
Overall Park Recommendations					
Adopt a park hierarchy.	Absorbed in operating budget/staff responsibilities				-
Assign parks to the Major Park typology.	Absorbed in operating budget/staff responsibilities				-
Assign parks to the Neighbourhood Park typology.	Absorbed in operating budget/staff responsibilities				-



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Assign parks to the Parkette typology.	Absorbed in operating budget/staff responsibilities				-
Ensure new residential developments incorporate adequate parkland and ensure new parks are connected by pedestrian trails or pathways to existing parks, trails and amenities.	Absorbed in operating budget/staff responsibilities				-
Adopt a minimum park size goal.	Absorbed in operating budget/staff responsibilities				-
Update parking areas.	Included within cost estimates for other recommendations				-
Update lighting and fencing.	Included within cost estimates for other recommendations				-
Decrease mowing in parks and create naturalized planting areas.	Absorbed in operating budget/staff responsibilities				-
Promote parks as event spaces.	Absorbed in operating budget/staff responsibilities				-



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
When undertaking park upgrades and developing new parks, ensure sufficient shade is provided. ²	Absorbed in operating budget/staff responsibilities				-
Update existing and develop new playgrounds.	Included within cost estimates for other recommendations				-
Develop a dog park.			\$50,000		\$50,000
Develop a skatepark.			Supported by service club in partnership with the Municipality		-
Update the basketball courts.	Included within existing/forecasted budgets or cost estimates for other recommendations				-
Overall Water Access Recommendations					
Develop a water access strategy in conjunction with the County and local conservation authority.			Absorbed in operating budget/ staff responsibilities		-
Install water safety stations.	\$20,000	\$20,000			\$40,000

² Costs included in site-specific recommendations



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Overall Trail Recommendations					
Develop trail standards and guidelines.	Absorbed in operating budget/staff responsibilities				-
Create trailhead standards.	Absorbed in operating budget/staff responsibilities				-
Create trail loops when developing new trails. ³	Absorbed in operating budget/staff responsibilities				-
Continue to provide sidewalks in urban communities. ⁴	Absorbed in operating budget/staff responsibilities				-
Undertake regular trail maintenance.	Absorbed in operating budget/staff responsibilities				-
Work with the County to ensure the Bruce County Rail Trail remains safe and accessible for all trail users and limit conflicts between motorized and non-motorized users.	Absorbed in operating budget/staff responsibilities				-
Connect Brockton communities through active transportation. ⁵	Absorbed in operating budget/staff responsibilities				-
Develop trail connections around the Brant Tract in collaboration with Bruce County.				\$105,000	\$105,000
Develop active transportation ⁶ in Walkerton.		Per discussion with municipal roads department and Bruce County			-

³ Costs included in site-specific recommendations

⁴ Costs included in site-specific recommendations

⁵ Costs included in site-specific recommendations

⁶ Paved road shoulders and other active transportation improvements within Walkerton's developed areas.





Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Explore bridge connecting Cemetery Road and Concession 2 Sideroad.			\$50,000		\$50,000
Develop trail connections in Walkerton.		\$90,000	\$90,000	\$90,000	\$270,000
Saugeen River Trail Access at McNab and Durham Streets					
Add trailhead signage according to the signage strategy (include trail maps).		Absorbed in operating budget/staff responsibilities			-
Update trailhead as per trailhead standards.		\$2,000			\$2,000
Saugeen River Trail Access at Truax Dam					
Create a parking area in the Adult Learning Centre lot and add a path connecting the parking lot to the trail.	Included within cost estimates for other recommendations				-
Add trailhead signage according to the signage strategy (include trail maps).	\$4,000				\$4,000
Saugeen Rail Trail Access at Willow Street					
Initiate vegetation pruning and conduct regular maintenance/inspections.		Absorbed in operating budget/staff responsibilities			-
Regrade site to improve drainage (may require a consultant).		\$30,000			\$30,000



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Update trailhead as per trailhead standards.		\$4,000			\$4,000
Create a small parking area near the trailhead at the end of Willow Street.		\$20,000			\$20,000
Cargill Community Centre and Park					
Update playground surfacing.	\$40,000				\$40,000
Upgrade playground equipment.				\$80,000	\$80,000
Add additional boat launch amenities according to water access strategy.		\$42,000			\$42,000
Replace dugout shelter roof.	\$40,000				\$40,000
Add a secondary trail loop along the Cargill Mill Pond and Teeswater River.			\$72,000		\$72,000
Create a trailhead as per trailhead standards.		\$4,000			\$4,000
Chepstow Lions Park					
Continue to work with the Chepstow Lions Club in providing safe and enjoyable recreation opportunities.	Absorbed in operating budget/staff responsibilities				-
Elmwood Community Centre and Park					
Add secondary parking lot near ball diamond.				\$60,000	\$60,000
Add path connecting the community centre to the ball diamond.				\$9,600	\$9,600



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Update play surfacing.	\$16,000				\$16,000
Update play equipment.				\$80,000	\$80,000
Replace dugout shelter roof.		\$15,000			\$15,000
Develop secondary and natural trails around the pond and wooded areas.				\$24,000	\$24,000
Create a trailhead as per trailhead standards.				\$4,000	\$4,000
Elmwood Lions Park					
Replace and raise paths.		\$60,000			\$60,000
Replace basketball court with new surfacing and line marking.		\$250,000			\$250,000
Replace playground surfacing.		\$100,000			\$100,000
Replace pavilion roof.		\$20,000			\$20,000
Regrade site to improve drainage (may require a consultant).		\$30,000			\$30,000
Bruce Power Regional Soccer Park					
Regrade site to improve drainage and slope of play area (may require a consultant).		\$40,000			\$40,000
Add backstop/netting for new development/parking.		\$50,000			\$50,000



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Add new washrooms and canteen facility.	Priced in Facilities section				-
Implement known, required capital and ongoing operations/maintenance improvements. ⁷		Absorbed in operating costs			-
Add trail connection.		\$16,200			\$16,200
Lobies Park and Campground					
Update playground equipment and surfacing as required.			\$100,000		\$100,000
Update diamond fencing, backstop, infield as required.			\$50,000		\$50,000
Add paths connecting the parking lot, facilities and park elements.			\$3,600		\$3,600
Add accessible parking stalls and signage.			\$20,000		\$20,000
Add signage about nearby parks and trails in Brockton, near the Information Centre.			\$2,000		\$2,000

⁷ Costs already budgeted for



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Explore private-public partnership opportunity to offer canoe/kayak/tube rentals on site.			\$10,000		\$10,000
Riverbend Park (Bend Park)					
Ensure access to the lookout is wide enough and graded properly for accessibility.		\$6,000			\$6,000
Update paved trail surface with a railing or toe rail to improve safety.		\$5,000			\$5,000
Update washrooms.		\$200,000			\$200,000
Hire an arborist to remove/prune hazard trees and develop a plan for tree maintenance.	\$20,000				\$20,000
Add naturalized shoreline to create a low-maintenance riparian edge for slope stabilization and habitat.				\$50,000	\$50,000
Add naturalized forest edges through a low-maintenance natural attenuation regime, creating habitat for birds and pollinators while reducing the amount of mowing and maintenance.				\$25,000	\$25,000



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Add interpretive signage about plants, wildlife, cultural history, etc.			\$10,000		\$10,000
Update parking area with new surfacing, line markings, and signage.			\$84,000		\$84,000
Add new secondary and nature trails through the naturalized and woodland areas, connecting to the existing trail network.				\$22,800	\$22,800
Add signage according to the signage strategy (directional and interpretive).				\$4,000	\$4,000
Explore opportunity and interest in a pedestrian bridge across the river from this site (may require engineers and surveyors to determine possibilities). It should be designed for pedestrians and encourage active transportation.			\$40,000		\$40,000
Rotary Nature Park					
Develop a 'concept plan' for the site.	Absorbed in operating costs				-
Create a trail link with parklands in the business park to the north.	\$20,000				\$20,000



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Central Park (Tot Lot)					
Add paths to connect park amenities.	\$3,600				\$3,600
Add safe accessible connection from sidewalk to park.	\$20,000				\$20,000
Market Garden Park					
Add signage about nearby parks and trails in Brockton.	\$2,000				\$2,000
Memory Lane Park					
Naturalize forest edges through a low-maintenance natural attenuation regime, creating habitat for birds and pollinators while reducing the amount of mowing and maintenance.				\$4,000	\$4,000
Remove tree on west side of pavilion to open up the pavilion area and limit disturbance to overhead wires.	\$10,000				\$10,000
Add signage about nearby parks and trails in Brockton.	\$2,000				\$2,000



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Walkerton Community Centre and Optimist Park					
Complete planned capital improvements (replace backstop, make fencing permanent).	Included within existing/forecasted budgets				-
Update lighting to LED.			Priced in Facilities section		-
Add signage encouraging people not to park in the accessible parking stalls, as well as line marking.	Absorbed in existing operating budget				-
Add path to connect to large parking lot at the front of the community centre.	\$10,000				\$10,000
Add paths connecting community centre to ball diamonds.		\$10,200			\$10,200
Install accessible swings, pavilion, donor wall and signage with grant money.	Included within existing/forecasted budgets				-



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Add new secondary trail loop along the river and perimeter of the site, connecting to the existing paths.		\$26,400			\$26,400
Add signage according to the signage strategy (directional and interpretive).		\$4,000			\$4,000
Westwood Park					
Add entrance sign as per signage strategy.		\$2,000			\$2,000
Plant more trees near playground.		Absorbed in operating costs			-
Replace play equipment and surfacing, and add a new shade structure.		\$100,000			\$100,000
Naturalize edges through a low-maintenance natural attenuation regime, creating habitat for birds and pollinators while reducing the amount of mowing and maintenance.				\$9,000	\$9,000
Add paths connecting to new subdivision.			\$7,200		\$7,200
Walkerton Cenotaph and Lawn Bowling					
Replace fence fronting lawn bowling greens.		\$9,000			\$9,000



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Centennial Park					
Complete planned capital improvements to the courts, which include replacing the court surfacing, lines and nets and adding LED lighting.	Priced in Facilities section				-
Replace foot bridge(s) to allow maintenance vehicle access.		\$20,000			\$20,000
Update playground equipment and surfacing.			\$100,000		\$100,000
Provide multipurpose court.				\$100,000	\$100,000
Continue to plant trees and native vegetation to limit mowing.	Included within existing/forecasted budgets				-
Add tree wraps and fence for tobogganing safety.	\$10,000				\$10,000
Add additional paths to connect park amenities.		\$4,200			\$4,200
Add naturalized planting around the perimeter of the site.				\$26,000	\$26,000
Add new secondary and nature trails around the perimeter of the site, connecting to the existing trail network.				\$48,000	\$48,000



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Add signage according to the signage strategy (directional and interpretive).				\$4,000	\$4,000
Heritage Water Garden					
Update signage.	\$20,000				\$20,000
Conduct a facility fit to find space for a small stage in the south east corner of the cenotaph area.			\$10,000		\$10,000
Brockton Community Garden					
Develop a site plan to expand community gardens and add more plots.		\$10,000			\$10,000
Add seating.			Absorbed in operating costs		-
Add a connection to the Adult Learning Centre with classes on urban agriculture and growing your own food.	Included within cost estimates for other recommendations				-
Add trail connections to the Adult Learning Centre and Saugeen River Trail.	Included within cost estimates for other recommendations				-
Total Estimated Cost for Open Spaces:	\$3,545,800				



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
SERVICE DELIVERY					
Municipal Role and Organization					
Hire a Volunteer and Event Coordinator on a trial basis for three years to take responsibility for developing and supporting community volunteers in providing parks and recreation services, with the intent to shift it to a permanent position based on gauging progress through objective measures.		\$120,000	\$60,000		\$180,000
Review and adjust Facilities and Parks staff complement, as required, to keep pace with additional work generated by future infrastructure development.		Absorbed in operating budget/staff responsibilities			-
Review and evaluate the efficacy of the Parks and Recreation Committee and revise its mandate to incorporate resulting changes.		Council with staff support			-



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Use Master Plan survey results to follow up on expressed interest and encourage people to register for specific volunteer positions or for possible future engagement as need/opportunity arises.		Assigned to new Volunteer & Event Coordinator position / absorbed in operating budget			-
Focus on post-pandemic interests/opportunities to attract volunteers to help with municipal projects and programs.		Assigned to new Volunteer & Event Coordinator position / absorbed in operating budget			-
Policies and Practices					
Develop a community group affiliation policy to provide clarity and consistency in terms of the range of support services available to all volunteer groups and what they must do to be eligible to be, and remain, affiliated.		Absorbed in operating budget/staff responsibilities			-



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Consult with volunteer recreation groups to confirm the type and extent of required assistance to sustain/grow their programs/ events, and to inform development of the policy within the capacity of the Municipality to provide support.		Assigned to new Volunteer & Event Coordinator position / absorbed in operating budget			-
Develop an event policy to guide the Municipality's support to providers for, and management of, community-oriented and visitor-attractive events.		Assigned to new Volunteer & Event Coordinator position / absorbed in operating budget			-
Develop a facility allocation policy for ball diamonds and soccer fields.			Absorbed in operating budget/staff responsibilities		-





Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Develop a social inclusion policy.		Absorbed in operating budget/staff responsibilities			-
Collaborations and Agreements					
As required, integrate revisions regarding support to community groups in existing agreements, and continue with regular reviews and needed updates.		Absorbed in operating budget/staff responsibilities			-
Consider agreements with organizations such as the Ontario Senior Games Association and Special Olympics Ontario to operate their programs using Brockton's sports facilities.		Absorbed in operating budget/staff responsibilities			-
Support new collaborations with appropriate agreements.		Absorbed in operating budget/staff responsibilities			-



Operating Costs



Capital Costs



Study To Be Undertaken



Recommendation #	Timing				Total Estimated Cost
	Immediate (Year 1)	Short (Years 2-3)	Medium (Years 4-7)	Long (Years 8-10)	
Financing Service Development					
Develop programs related to revenue generation to help finance parks and recreation services in the following areas: commemorative tree and bench, donations, park/facility naming, advertising and sponsorship, and community capital campaigns		Absorbed in operating budget/ staff responsibilities			-
Consider issuing an RFP for professional services to design a capital campaign for the new arena/recreation complex.	\$25,000				\$25,000
Consider the need to review user fees in relation to the costs of service provision in the latter stages of the planning period.			Absorbed in operating budget responsibilities with possible cost of study TBD		-
Total Estimated Cost for Service Delivery:	\$205,000				



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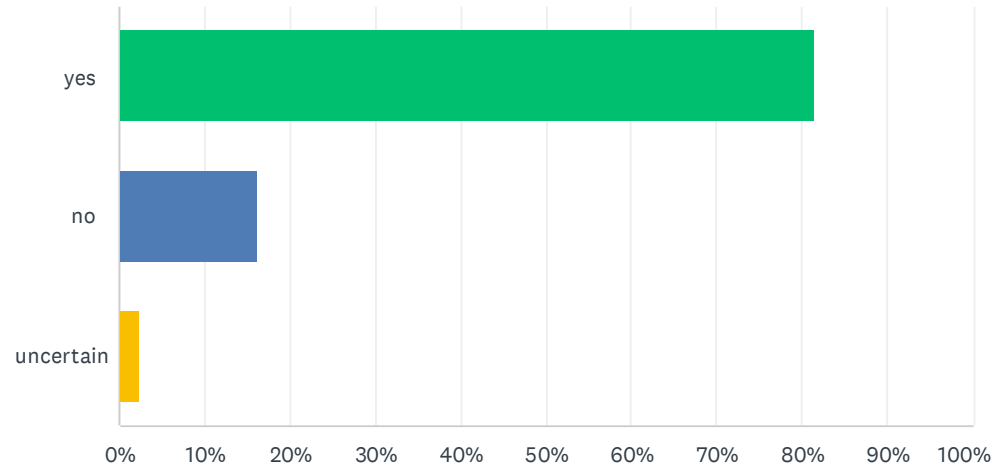
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Appendix A: Online Resident Survey



Q1 Do you or other members of your household participation in active sport and fitness programs/pursuits in Brockton?

Answered: 344 Skipped: 1

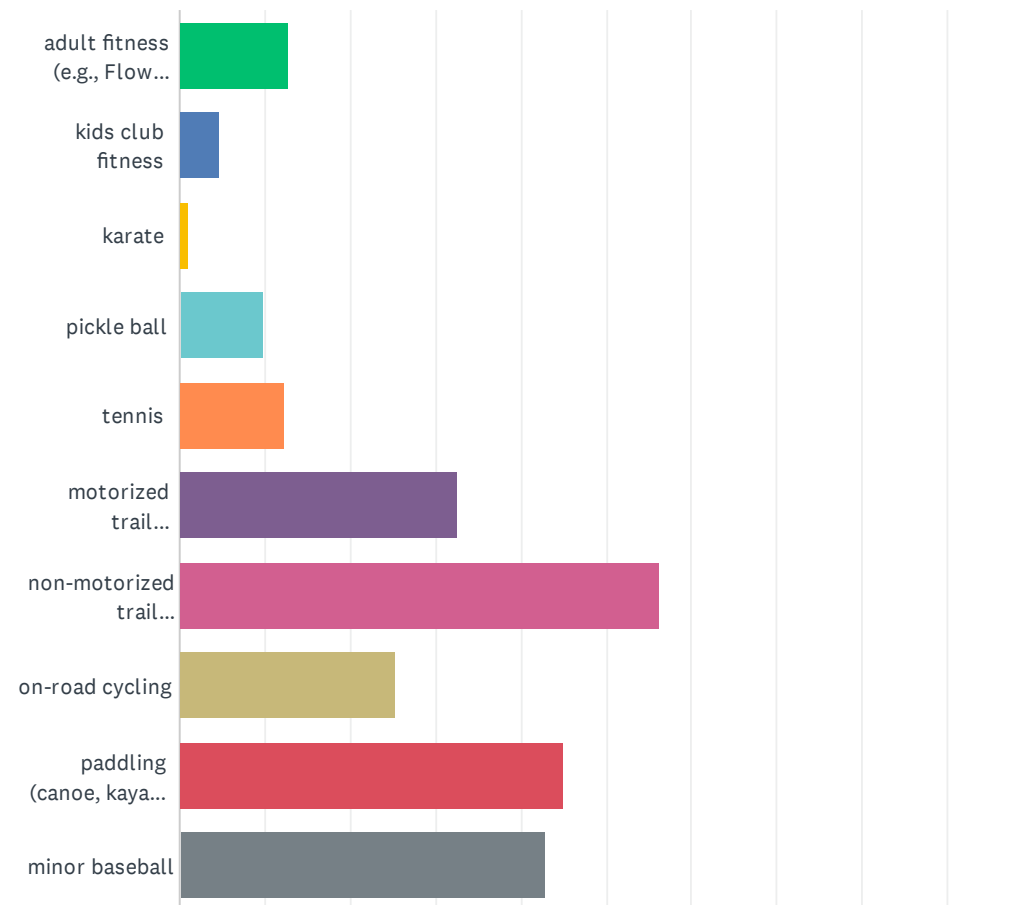


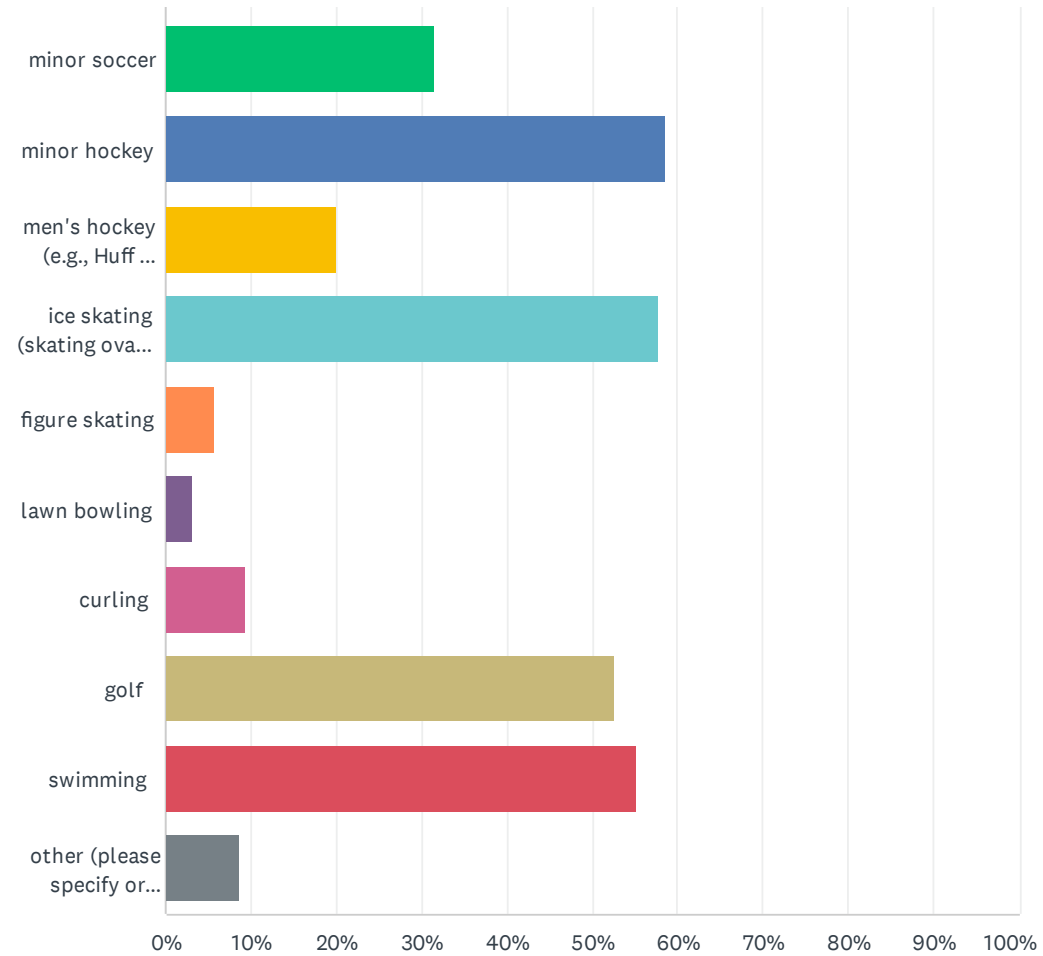
ANSWER CHOICES	RESPONSES	
yes	81.40%	280
no	16.28%	56
uncertain	2.33%	8
TOTAL		344



Q2 In which of the following active sport/fitness programs or pursuits do you or the members of your household participate in Brockton? (please select all that apply)

Answered: 275 Skipped: 70





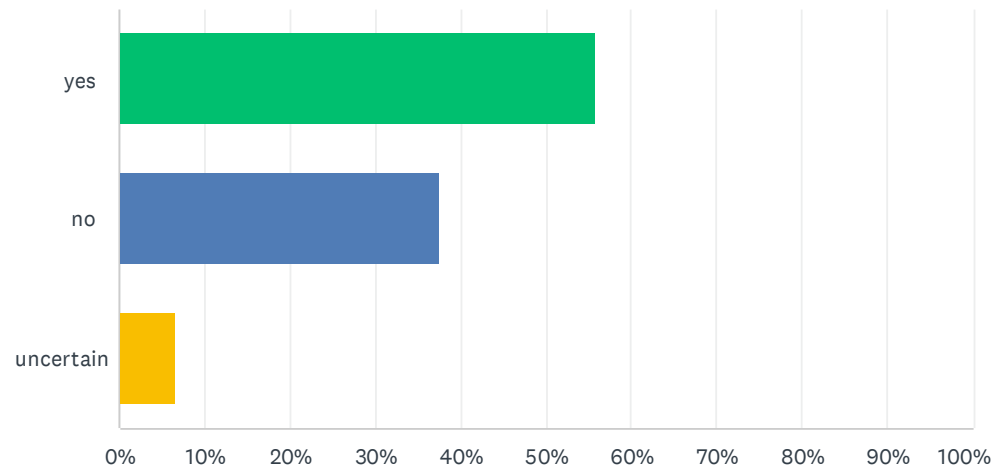


ANSWER CHOICES	RESPONSES	
adult fitness (e.g., Flow yoga, Let's Ride)	12.73%	35
kids club fitness	4.73%	13
karate	1.09%	3
pickle ball	9.82%	27
tennis	12.36%	34
motorized trail activities (e.g., ATV, snowmobiling)	32.73%	90
non-motorized trail activities (e.g., hiking, snow shoeing)	56.36%	155
on-road cycling	25.45%	70
paddling (canoe, kayak, stand-up paddle board)	45.09%	124
minor baseball	42.91%	118
minor soccer	31.64%	87
minor hockey	58.55%	161
men's hockey (e.g., Huff and Puff)	20.00%	55
ice skating (skating oval or arena)	57.82%	159
figure skating	5.82%	16
lawn bowling	3.27%	9
curling	9.45%	26
golf	52.73%	145
swimming	55.27%	152
other (please specify or enter 'no comment')	8.73%	24
Total Respondents: 275		



Q3 Do you or other members of your household participation in non-sport recreation in Brockton? (Non-sport recreation includes social programs, arts, culture, general interest, learning, play, heritage, etc.)

Answered: 336 Skipped: 9

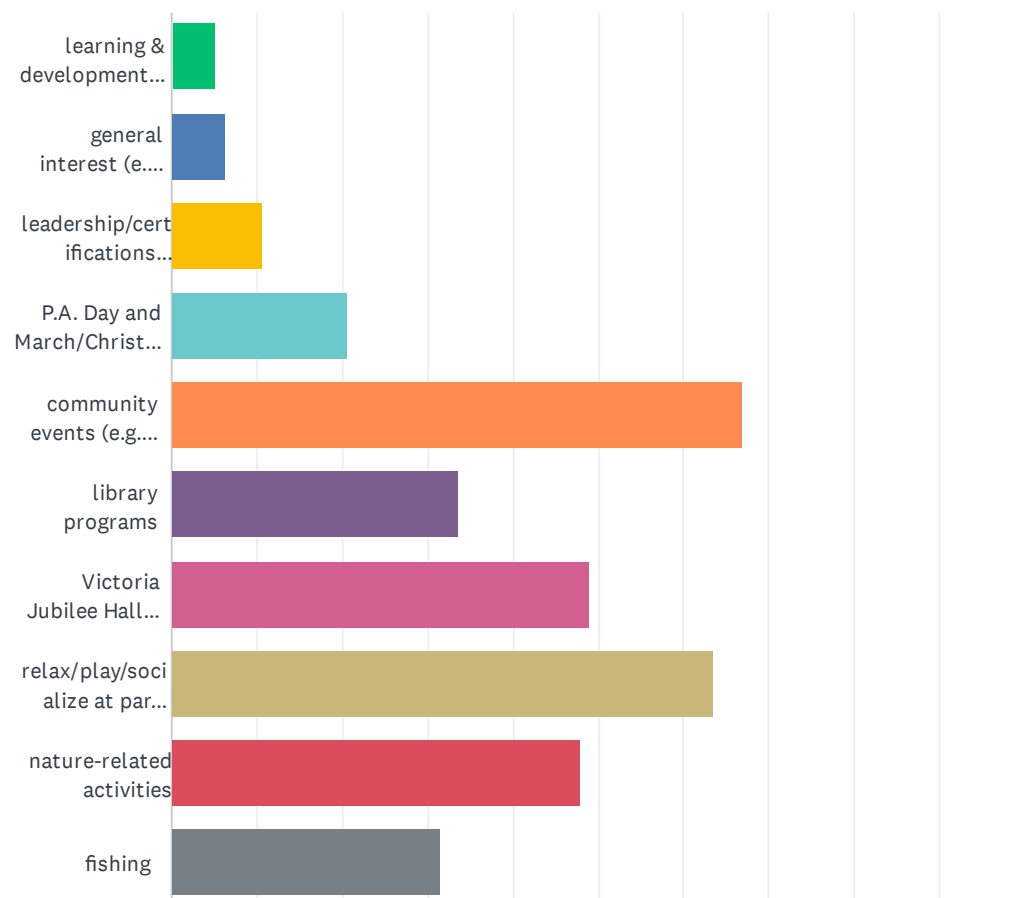


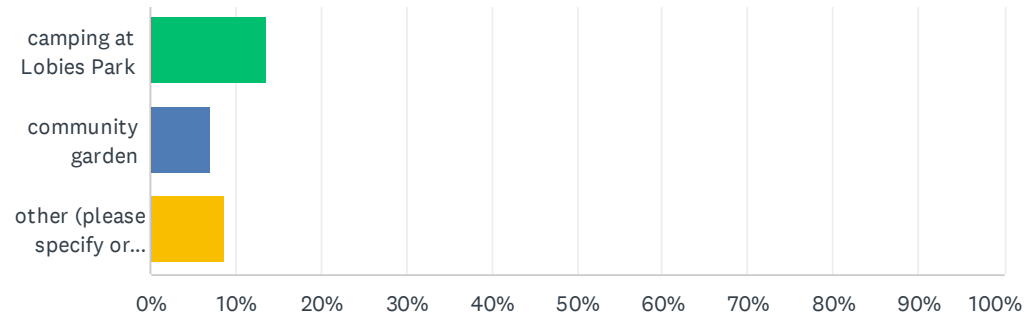
ANSWER CHOICES	RESPONSES	
yes	55.95%	188
no	37.50%	126
uncertain	6.55%	22
TOTAL		336



Q4 In which of the following non-sport programs/activities do you or the members of your household participate in Brockton? (please select all that apply)

Answered: 308 Skipped: 37





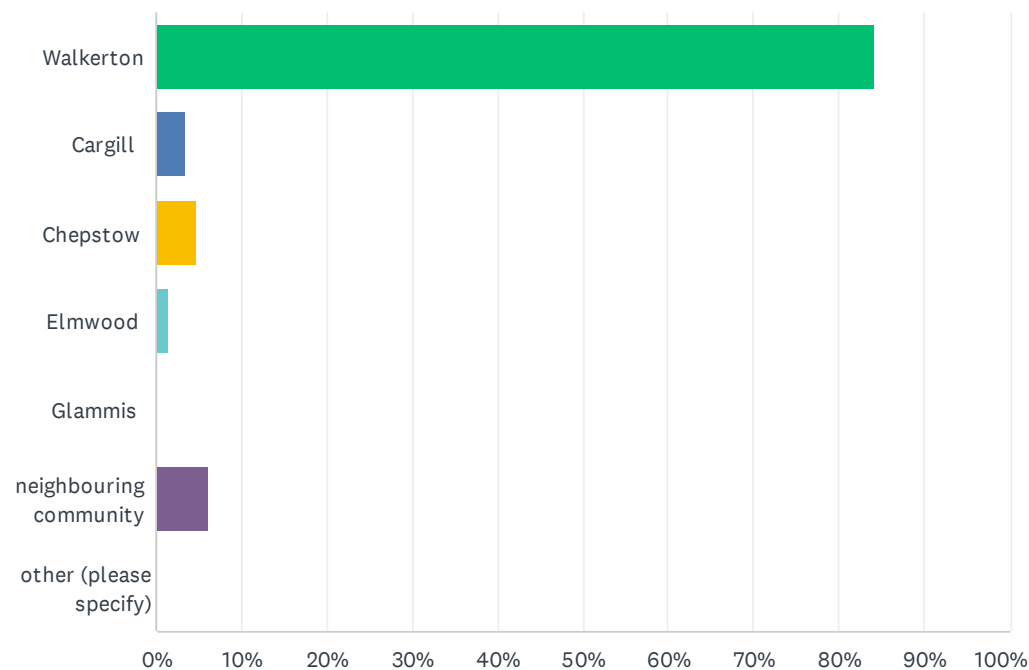
Municipality of Brockton Master Recreation Plan Resident Household Survey

ANSWER CHOICES	RESPONSES	
learning & development (e.g., Let's be Engineers)	5.19%	16
general interest (e.g., No Bake Creations)	6.49%	20
leadership/certifications (e.g., Babysitting)	10.71%	33
P.A. Day and March/Christmas Break Camps	20.78%	64
community events (e.g., Little Royal Fair, Art Show, Christmas Market)	66.88%	206
library programs	33.77%	104
Victoria Jubilee Hall performances	49.03%	151
relax/play/socialize at parks (e.g., splash pad, picnics)	63.64%	196
nature-related activities	48.05%	148
fishing	31.49%	97
camping at Lobies Park	13.64%	42
community garden	7.14%	22
other (please specify or enter 'no comment')	8.77%	27
Total Respondents: 308		



Q5 Where do you and household members most often go in Brockton and area to use recreation programs, parks, facilities and trails? (Please select one).

Answered: 324 Skipped: 21



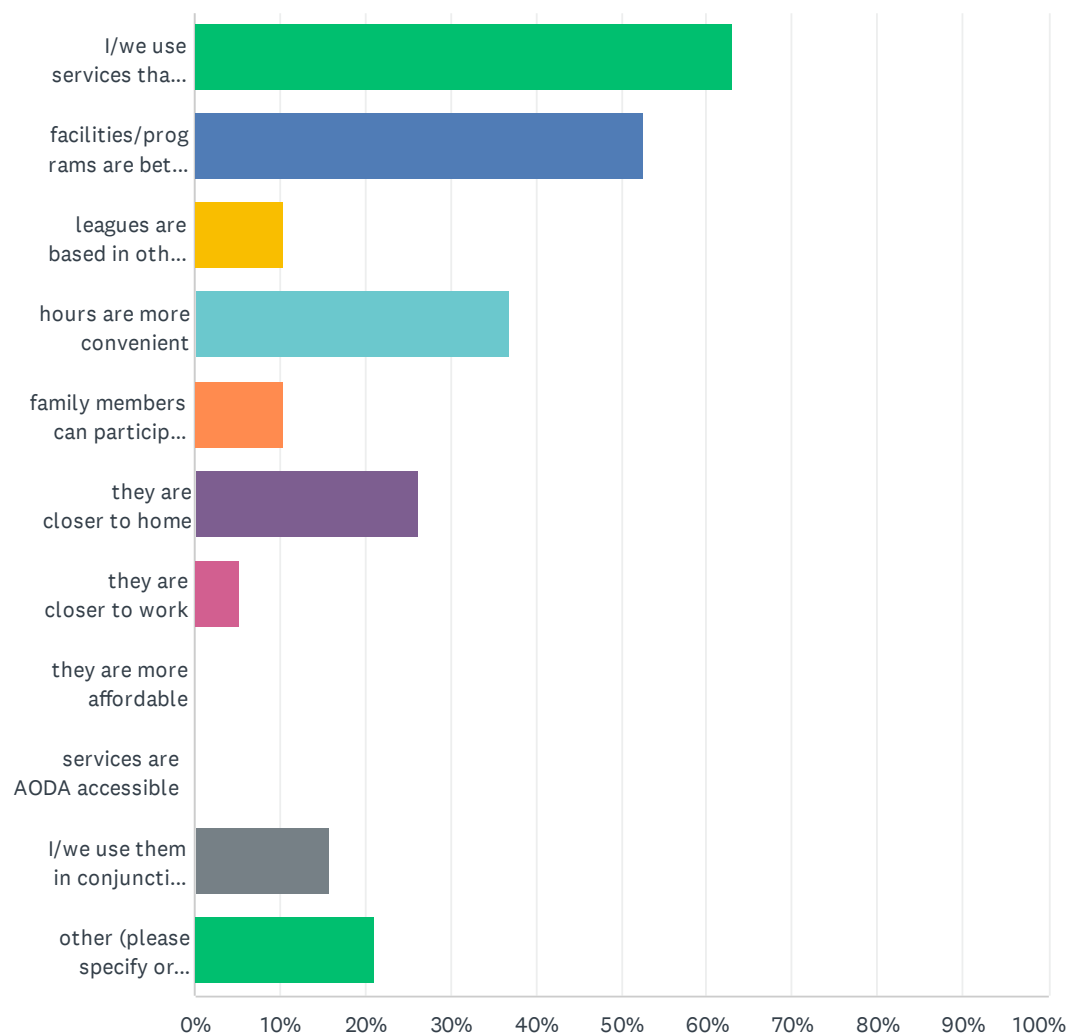


ANSWER CHOICES	RESPONSES	
Walkerton	84.26%	273
Cargill	3.40%	11
Chepstow	4.63%	15
Elmwood	1.54%	5
Glamis	0.00%	0
neighbouring community	6.17%	20
other (please specify)	0.00%	0
TOTAL		324



Q6 Why do you most often use recreation services in communities surrounding Brockton? (please select all that apply)

Answered: 19 Skipped: 326



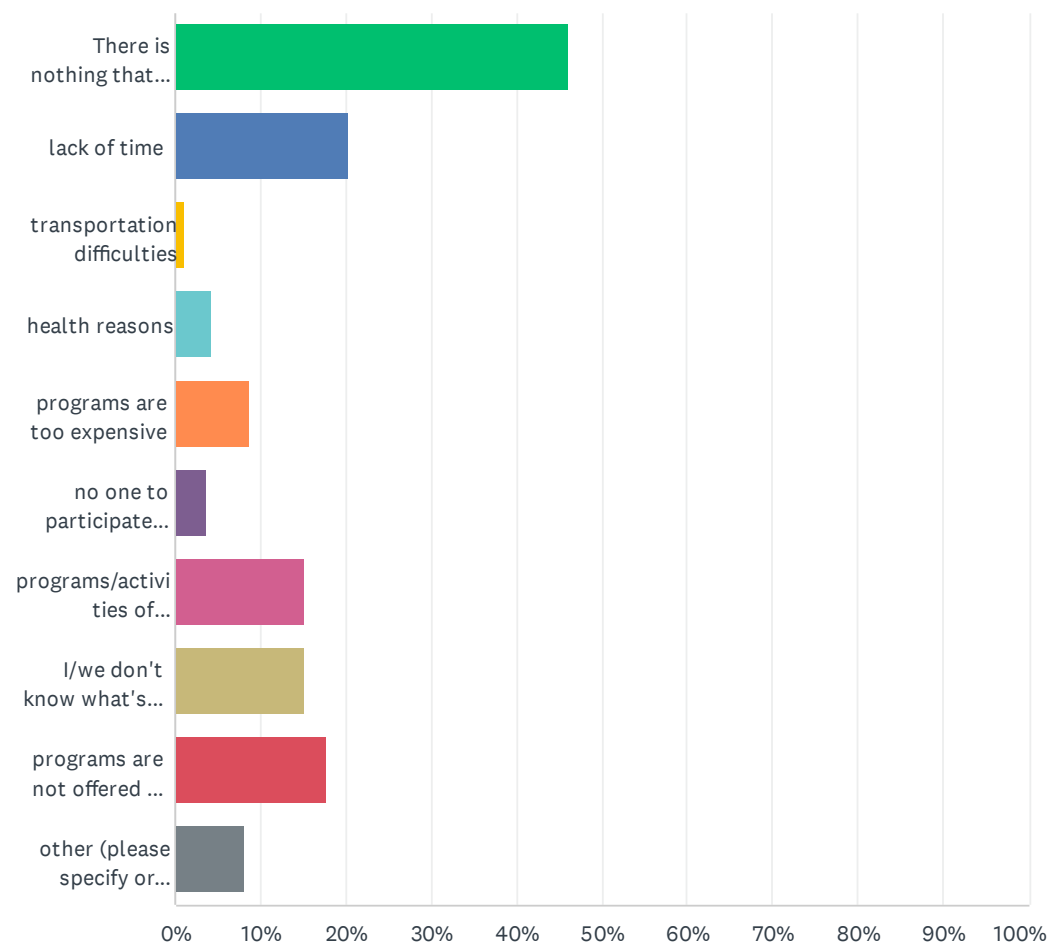


ANSWER CHOICES	RESPONSES	
I/we use services that are not available locally	63.16%	12
facilities/programs are better	52.63%	10
leagues are based in other communities	10.53%	2
hours are more convenient	36.84%	7
family members can participate at the same time	10.53%	2
they are closer to home	26.32%	5
they are closer to work	5.26%	1
they are more affordable	0.00%	0
services are AODA accessible	0.00%	0
I/we use them in conjunction with trips to shop, etc.	15.79%	3
other (please specify or enter 'no comment')	21.05%	4
Total Respondents: 19		



Q7 Which, if any, of the following factors prevent you or other members of your household from participating in recreation programs/activities?

Answered: 310 Skipped: 35



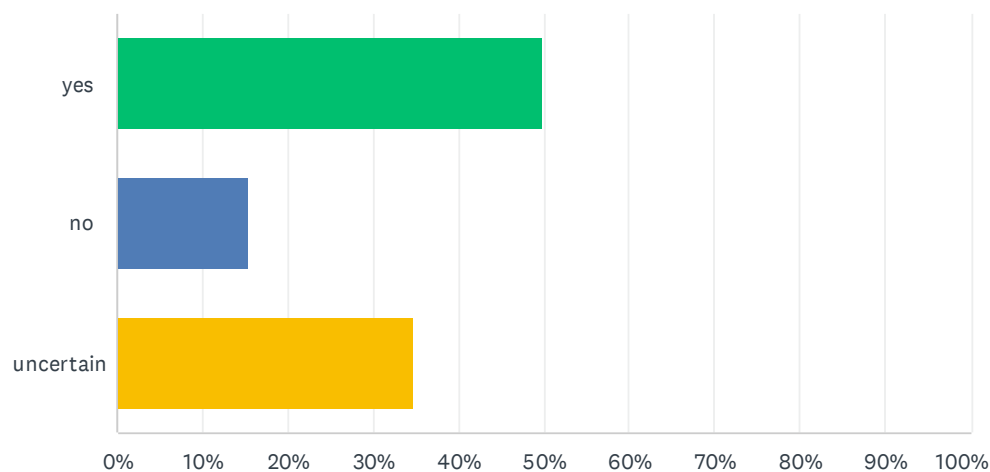


ANSWER CHOICES	RESPONSES	
There is nothing that prevents us from participating.	46.13%	143
lack of time	20.32%	63
transportation difficulties	0.97%	3
health reasons	4.19%	13
programs are too expensive	8.71%	27
no one to participate with	3.55%	11
programs/activities of interest are not offered	15.16%	47
I/we don't know what's available	15.16%	47
programs are not offered at convenient times	17.74%	55
other (please specify or enter 'no comment')	8.06%	25
Total Respondents: 310		



Q8 Are there additional active sport/fitness programs and activities needed in Brockton that you or the members of your household would use?

Answered: 319 Skipped: 26

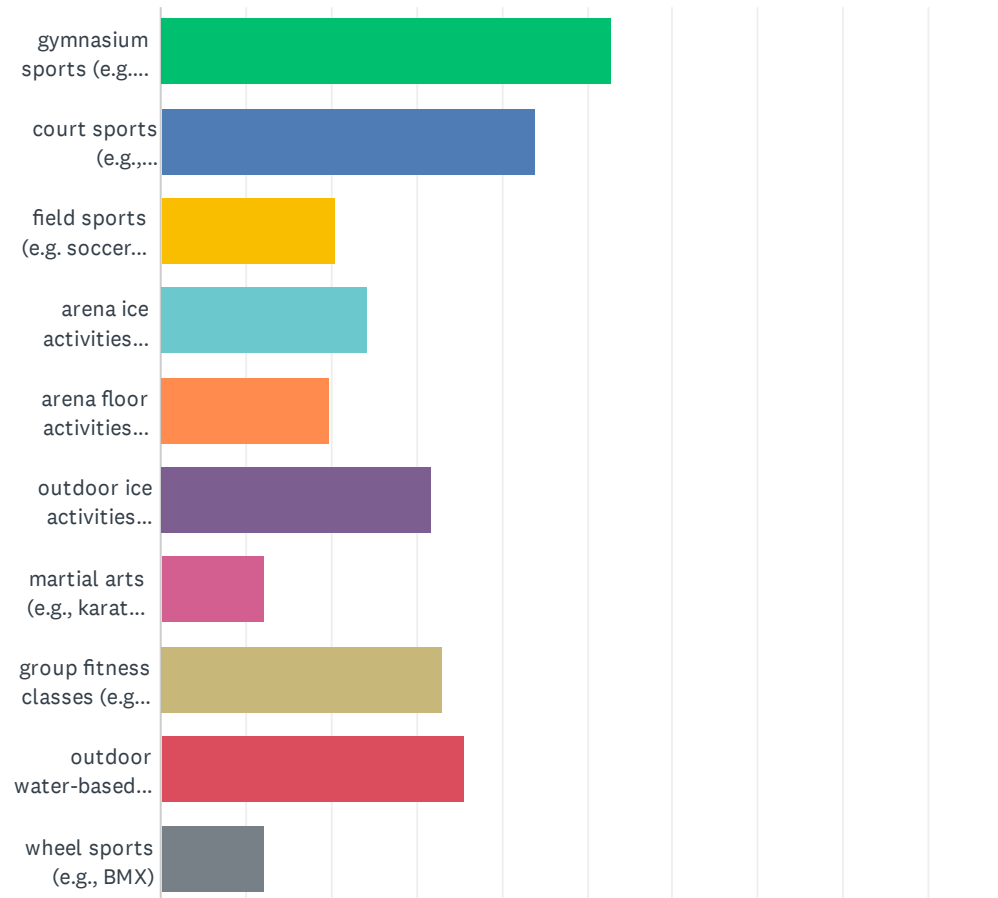


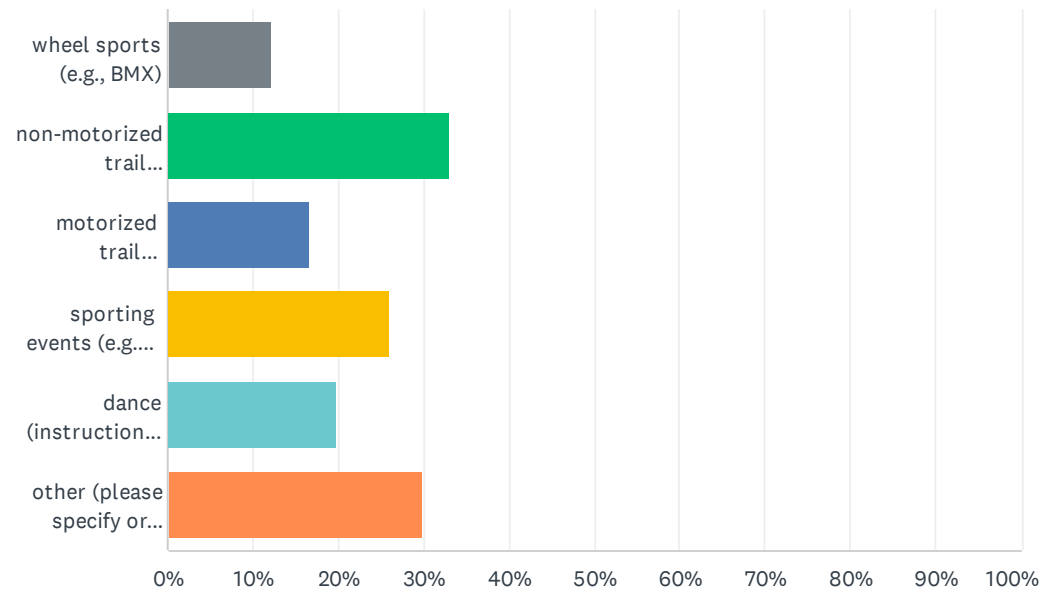
ANSWER CHOICES	RESPONSES	
yes	49.84%	159
no	15.36%	49
uncertain	34.80%	111
TOTAL		319



Q9 What types of new/expanded active sport/fitness programming or opportunities would members of your household use if provided in Brockton? (please select all that apply)

Answered: 157 Skipped: 188







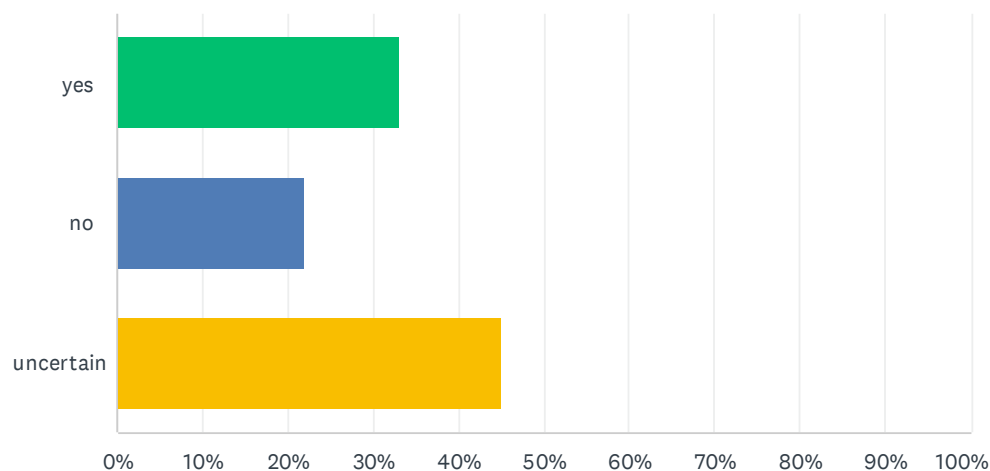
ANSWER CHOICES	RESPONSES	
gymnasium sports (e.g., badminton, volleyball)	52.87%	83
court sports (e.g., basketball, tennis)	43.95%	69
field sports (e.g. soccer, lacrosse, rugby)	20.38%	32
arena ice activities (e.g., Stocksport)	24.20%	38
arena floor activities (e.g., box lacrosse)	19.75%	31
outdoor ice activities (e.g., shinny)	31.85%	50
martial arts (e.g., karate, tae kwon do, jiu jitsu)	12.10%	19
group fitness classes (e.g., aerobics, Zumba)	33.12%	52
outdoor water-based activities (e.g., canoe, kayak)	35.67%	56
wheel sports (e.g., BMX)	12.10%	19
non-motorized trail activities (e.g., hiking, snow shoeing)	33.12%	52
motorized trail activities (e.g., ATV, snowmobiling)	16.56%	26
sporting events (e.g., tournaments, competitions, races, etc.)	26.11%	41
dance (instruction, social)	19.75%	31
other (please specify or enter 'no comment')	29.94%	47
Total Respondents: 157		





Q10 Are there additional non-sport recreation programs and activities needed in Brockton that you or the members of your household would use?

Answered: 314 Skipped: 31

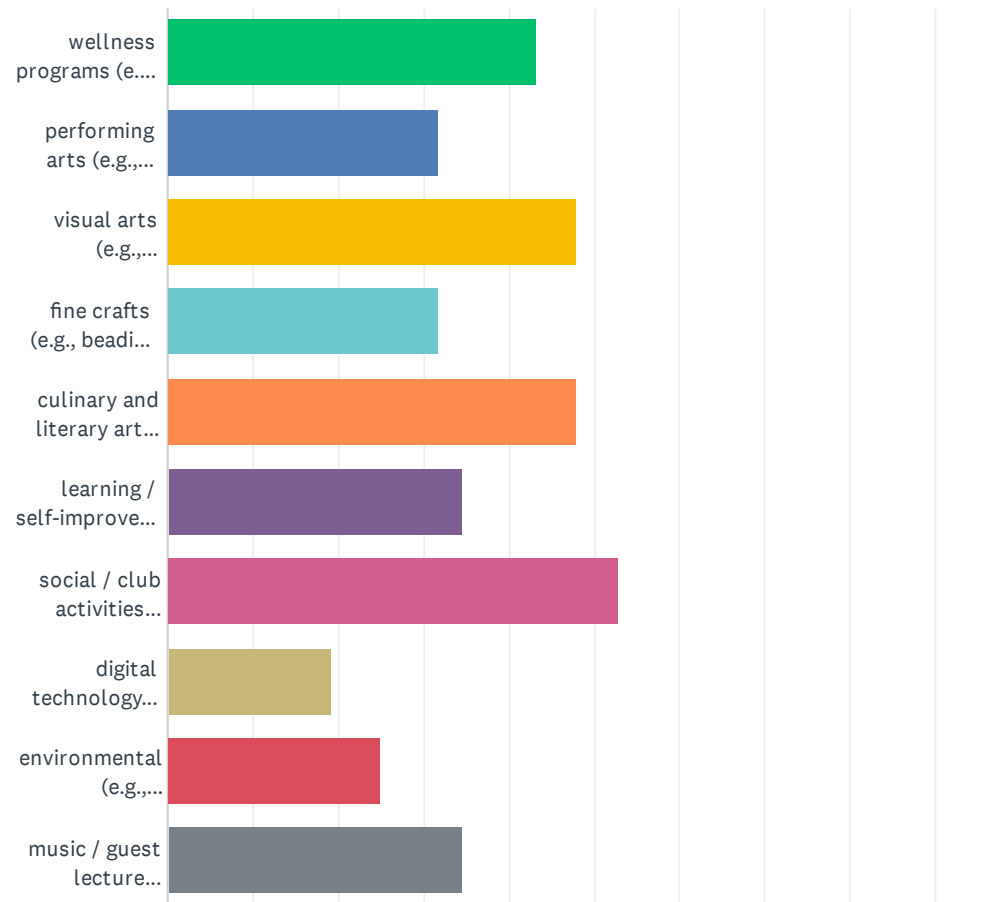


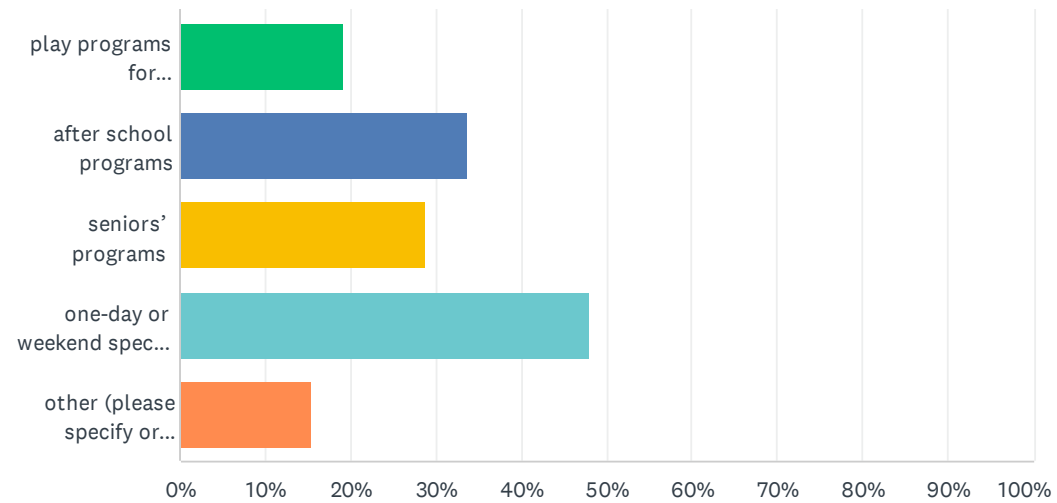
ANSWER CHOICES	RESPONSES	
yes	33.12%	104
no	21.97%	69
uncertain	44.90%	141
TOTAL		314



Q11 What types of new/expanded non-sport programming or recreation opportunities would members of your household use if provided in Brockton? (please select all that apply)

Answered: 104 Skipped: 241







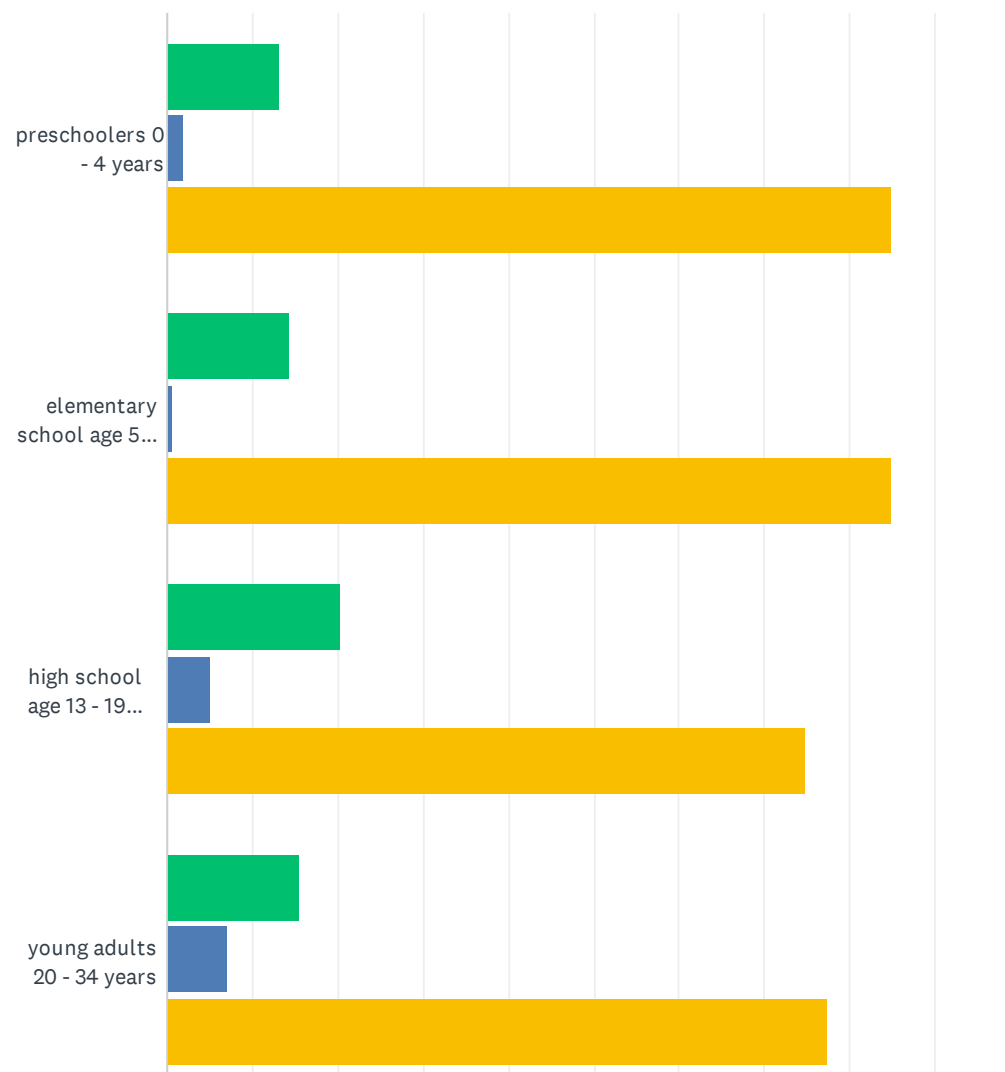
ANSWER CHOICES	RESPONSES	
wellness programs (e.g., tai chi, mental health)	43.27%	45
performing arts (e.g., drama, choral)	31.73%	33
visual arts (e.g., painting, photography, ceramics, fibre arts)	48.08%	50
fine crafts (e.g., beading, paper, metal, wire, handmade items)	31.73%	33
culinary and literary arts (e.g., cooking, baking, creative writing)	48.08%	50
learning / self-improvement / interest (e.g., local heritage, nutrition)	34.62%	36
social / club activities (e.g., youth drop-in, seniors, new moms)	52.88%	55
digital technology (e.g., use of, new media programs)	19.23%	20
environmental (e.g., pollinator gardens, xeriscape gardening)	25.00%	26
music / guest lecture programs	34.62%	36
play programs for preschoolers	19.23%	20
after school programs	33.65%	35
seniors' programs	28.85%	30
one-day or weekend special events	48.08%	50
other (please specify or enter 'no comment')	15.38%	16
Total Respondents: 104		

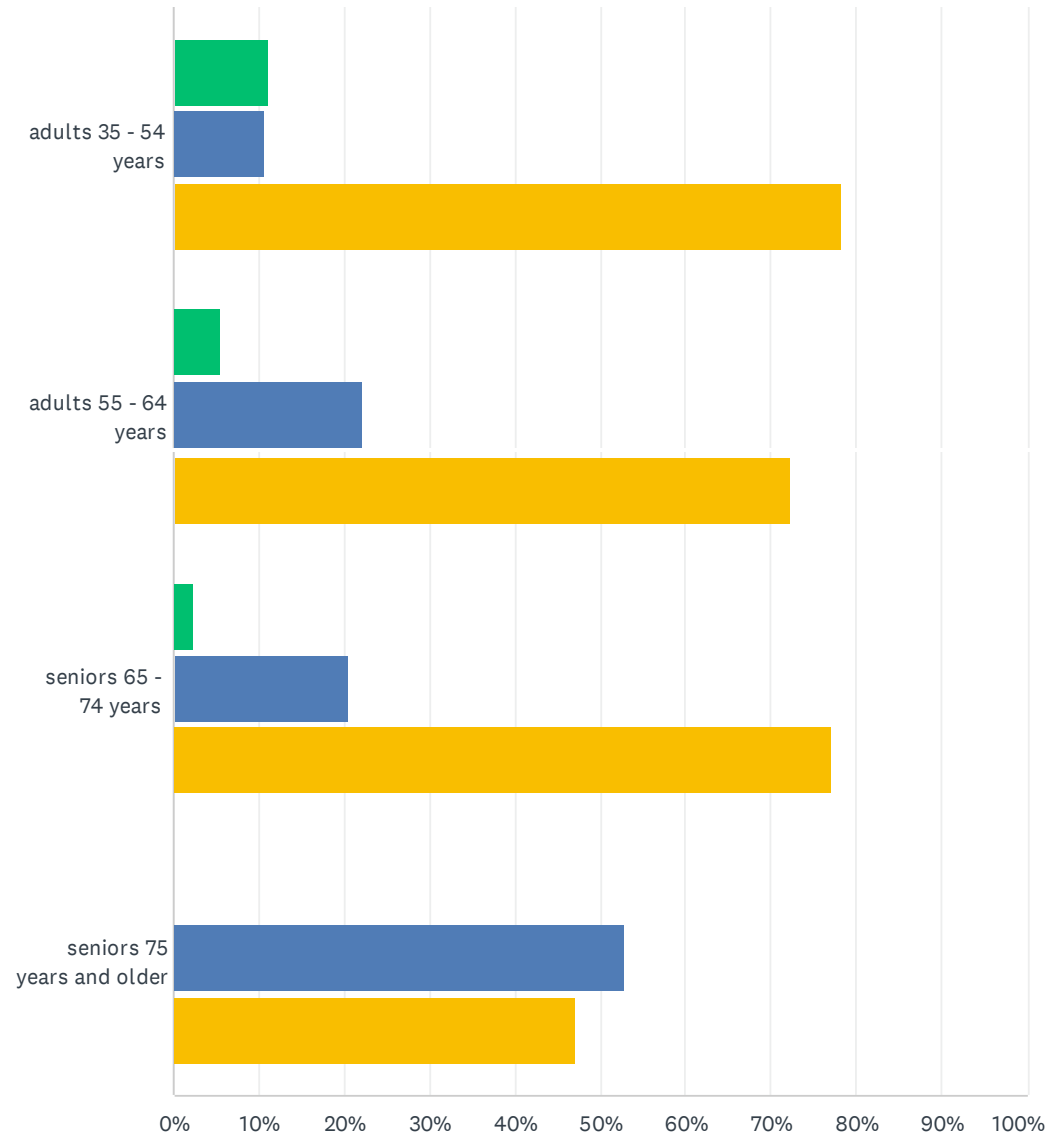




Q12 Which of the following age groups in your household would be interested in participating in active sport/fitness, non-sport recreation or both types of programs/activities in the community? (please select all that apply)

Answered: 311 Skipped: 34





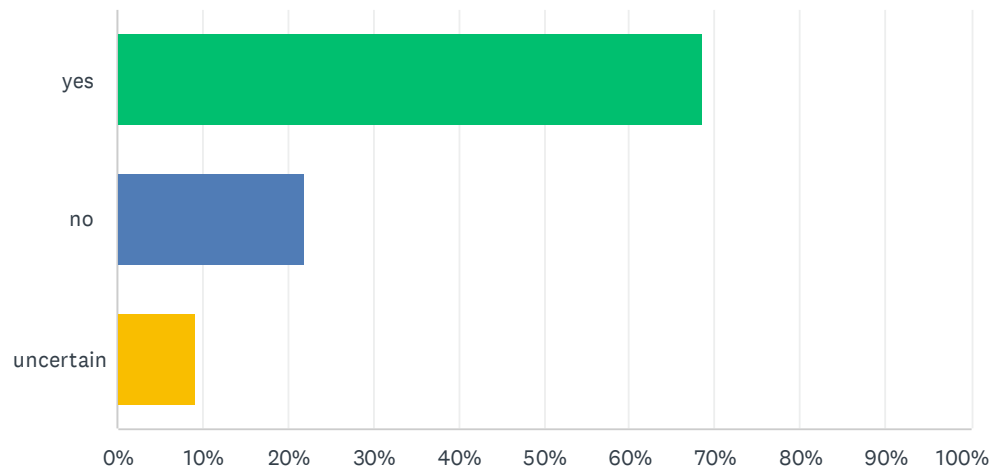


	ACTIVE SPORT/FITNESS	NON-SPORT RECREATION	BOTH	TOTAL
preschoolers 0 - 4 years	13.21% 7	1.89% 1	84.91% 45	53
elementary school age 5 - 12 years	14.38% 21	0.68% 1	84.93% 124	146
high school age 13 - 19 years	20.20% 20	5.05% 5	74.75% 74	99
young adults 20 - 34 years	15.49% 11	7.04% 5	77.46% 55	71
adults 35 - 54 years	11.17% 20	10.61% 19	78.21% 140	179
adults 55 - 64 years	5.56% 3	22.22% 12	72.22% 39	54
seniors 65 - 74 years	2.27% 1	20.45% 9	77.27% 34	44
seniors 75 years and older	0.00% 0	52.94% 9	47.06% 8	17



Q13 A new community complex for Brockton with a twin pad arena has been in the proposal/planning stages in recent years. Do you think additional new INDOOR facilities are needed to provide programs or activities that you or the members of your household would use?

Answered: 313 Skipped: 32



ANSWER CHOICES	RESPONSES	
yes	68.69%	215
no	22.04%	69
uncertain	9.27%	29
TOTAL		313



Q14 Please list up to three additional INDOOR recreation facilities you think are most needed to provide recreation programs/activities in Brockton (e.g., multi-purpose space, workout room, meeting space, etc.)

Answered: 195 Skipped: 150

ANSWER CHOICES	RESPONSES	
indoor facility 1:	100.00%	195
indoor facility 2:	86.67%	169
indoor facility 3:	65.13%	127

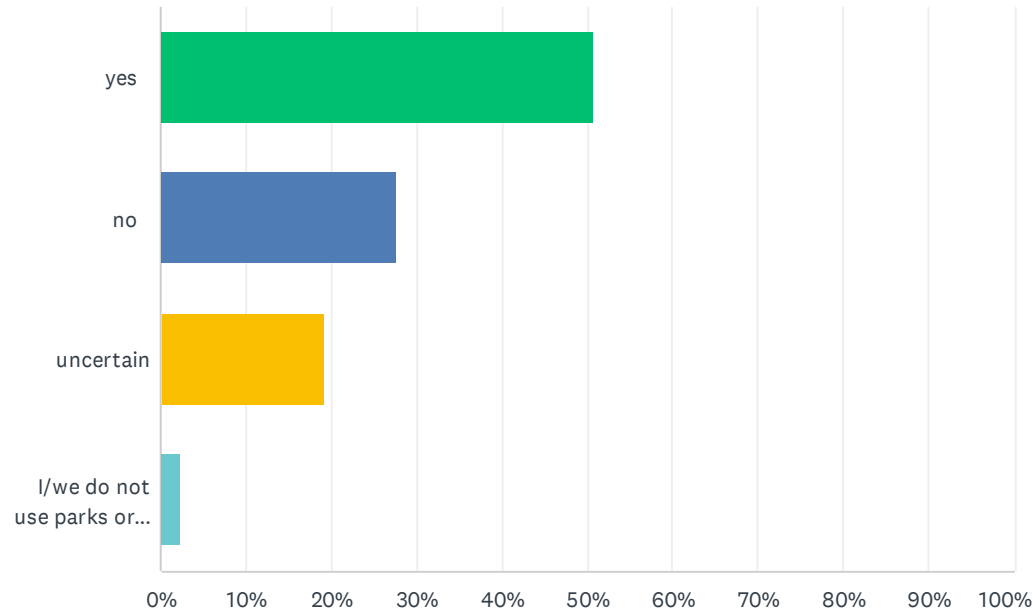
Table 1: Indoor Facility Interests

	1st listed	2st listed	3st listed	Totals	
				#	%
track (walk/run)	46 (35/3)	31 (31/0)	19 (18/1)	96	24.1%
pool	45	39	6	90	22.6%
gymnasium (mp* for sports/mp for courts)	23 (5/7)	20 (7/3)	22 (7/4)	67	16.8%
fitness / weight /workout room	25	28	10	63	15.8%
meeting space	9	15	12	36	9.0%
multi-purpose space	9	9	14	32	8.0%
age specific space	1 (seniors) 2 (baby/child/indoor park/play space/earlyON)	2 (seniors) 2 (baby/child/indoor park/play space/earlyON)	2 (seniors) 4 (baby/child/indoor park/play space/earlyON)	13	3.2%
kitchen/bar	1	0	1	2	0.5%
Total				399	100.0%



Q15 Do you think the Municipality's parks, the Saugeen River Trail, and/or the Saugeen River Rail Trail require improvements?

Answered: 311 Skipped: 34



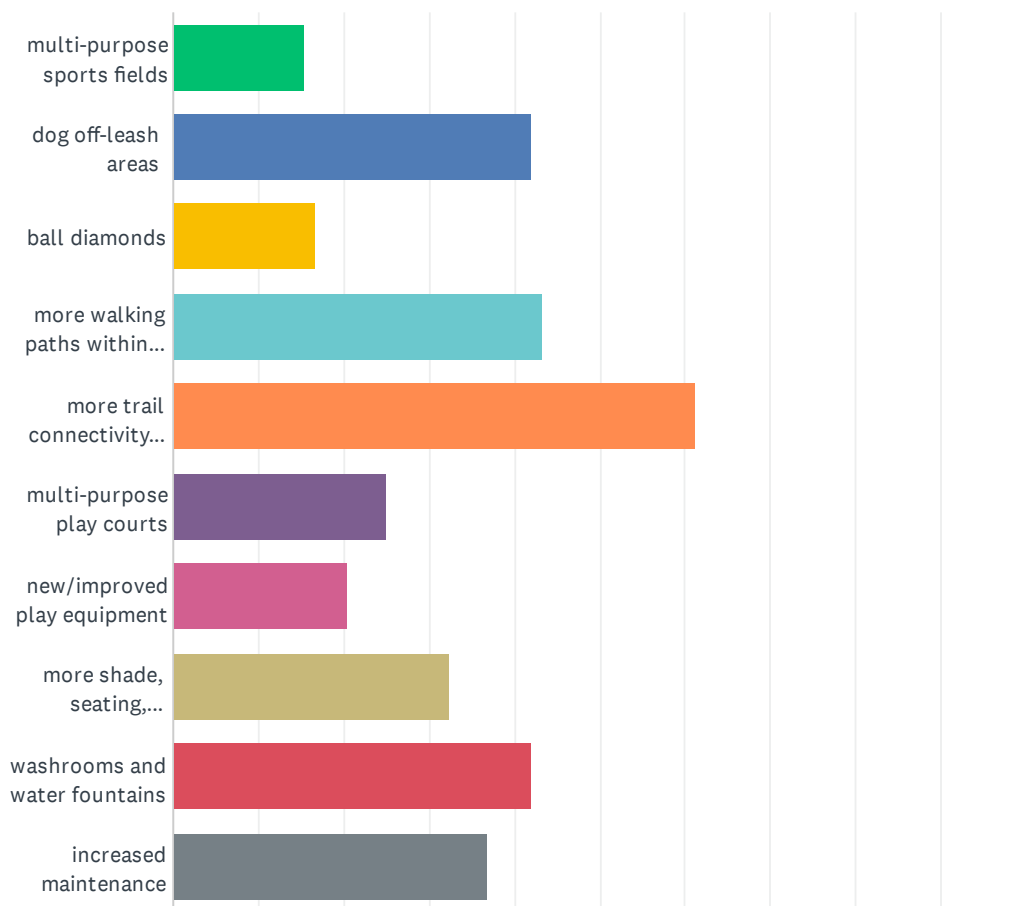
ANSWER CHOICES	RESPONSES	
yes	50.80%	158
no	27.65%	86
uncertain	19.29%	60
I/we do not use parks or trails	2.25%	7
TOTAL		311

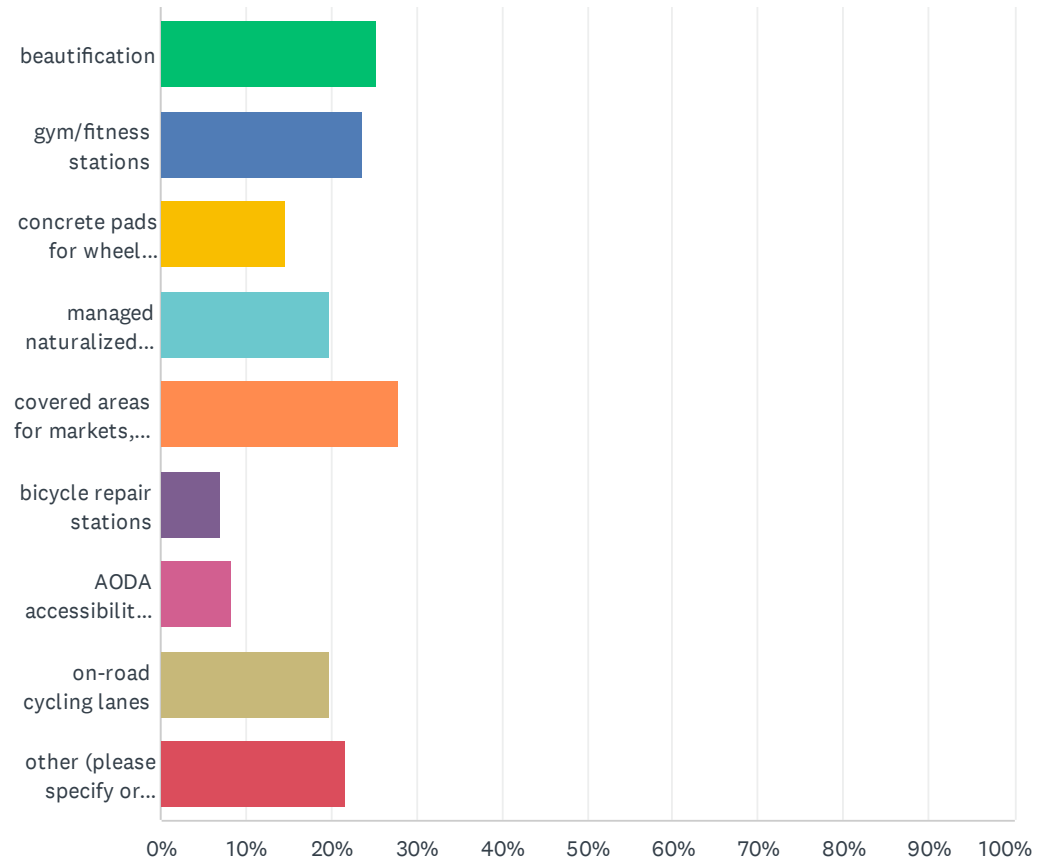


Q16 What types of improvements do you think are needed to parks and/or trails? (please select all that apply)

Answered: 157 Skipped: 188

Municipality of Brockton Master Recreation Plan Resident Household Survey





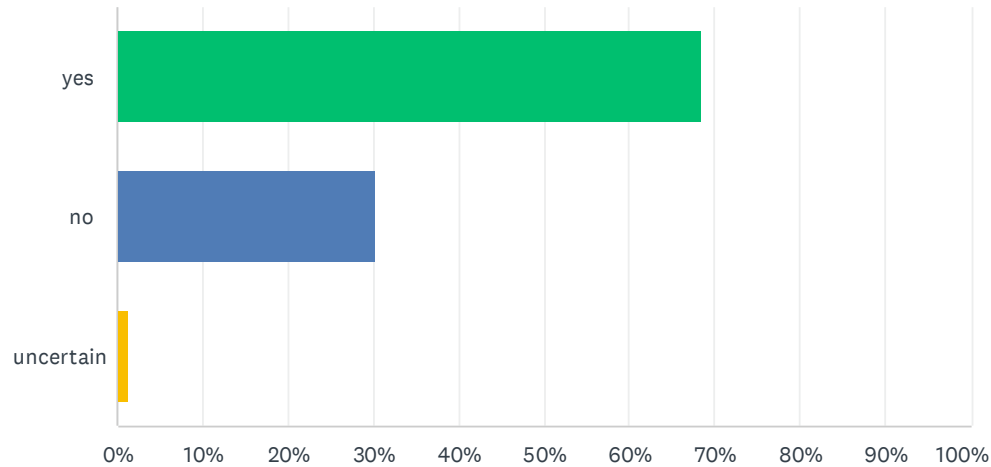


ANSWER CHOICES	RESPONSES	
multi-purpose sports fields	15.29%	24
dog off-leash areas	42.04%	66
ball diamonds	16.56%	26
more walking paths within parks	43.31%	68
more trail connectivity to create a linked system	61.15%	96
multi-purpose play courts	24.84%	39
new/improved play equipment	20.38%	32
more shade, seating, lighting, etc.	32.48%	51
washrooms and water fountains	42.04%	66
increased maintenance	36.94%	58
beautification	25.48%	40
gym/fitness stations	23.57%	37
concrete pads for wheel sports	14.65%	23
managed naturalized areas	19.75%	31
covered areas for markets, picnics, etc.	28.03%	44
bicycle repair stations	7.01%	11
AODA accessibility improvements	8.28%	13
on-road cycling lanes	19.75%	31
other (please specify or enter 'no comment')	21.66%	34
Total Respondents: 157		



Q17 Do you or members of your household use Saugeen River access points in Brockton?

Answered: 310 Skipped: 35

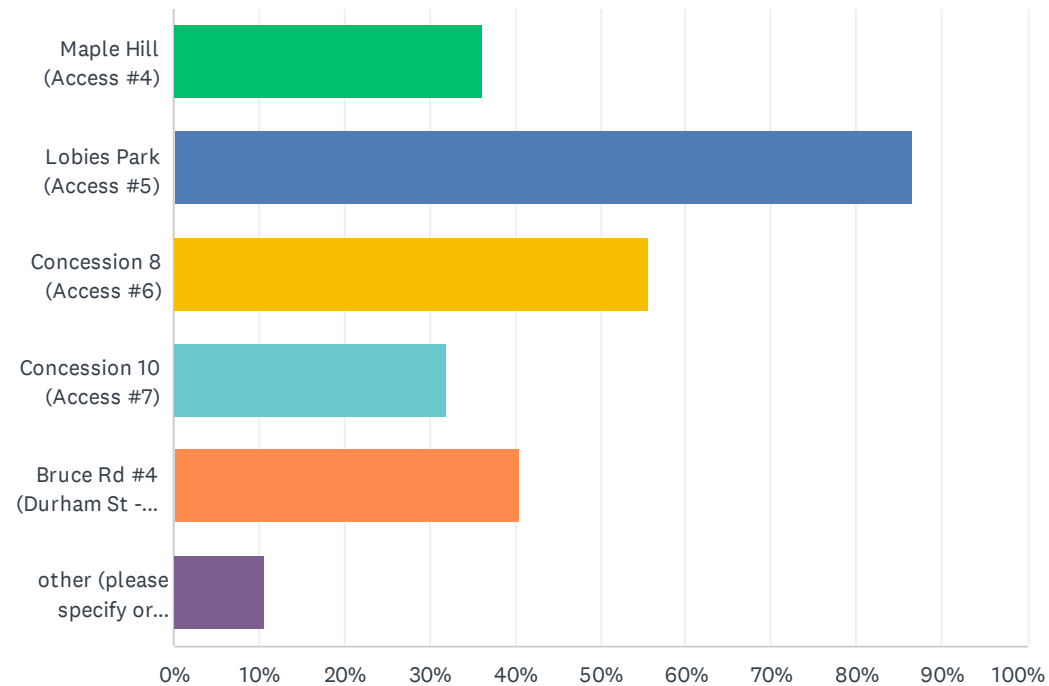


ANSWER CHOICES	RESPONSES	
yes	68.39%	212
no	30.32%	94
uncertain	1.29%	4
TOTAL		310



Q18 Which of the following access points do you or household members use?

Answered: 207 Skipped: 138



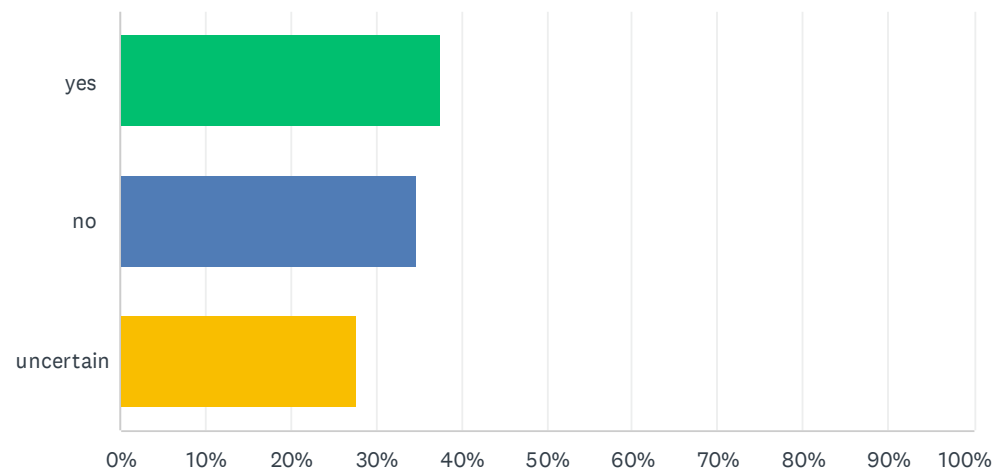


ANSWER CHOICES	RESPONSES	
Maple Hill (Access #4)	36.23%	75
Lobies Park (Access #5)	86.47%	179
Concession 8 (Access #6)	55.56%	115
Concession 10 (Access #7)	31.88%	66
Bruce Rd #4 (Durham St - Tim Horton's)	40.58%	84
other (please specify or enter 'no comment')	10.63%	22
Total Respondents: 207		



Q19 Are there needed improvements to the Saugeen River access points that you or household members use?

Answered: 210 Skipped: 135

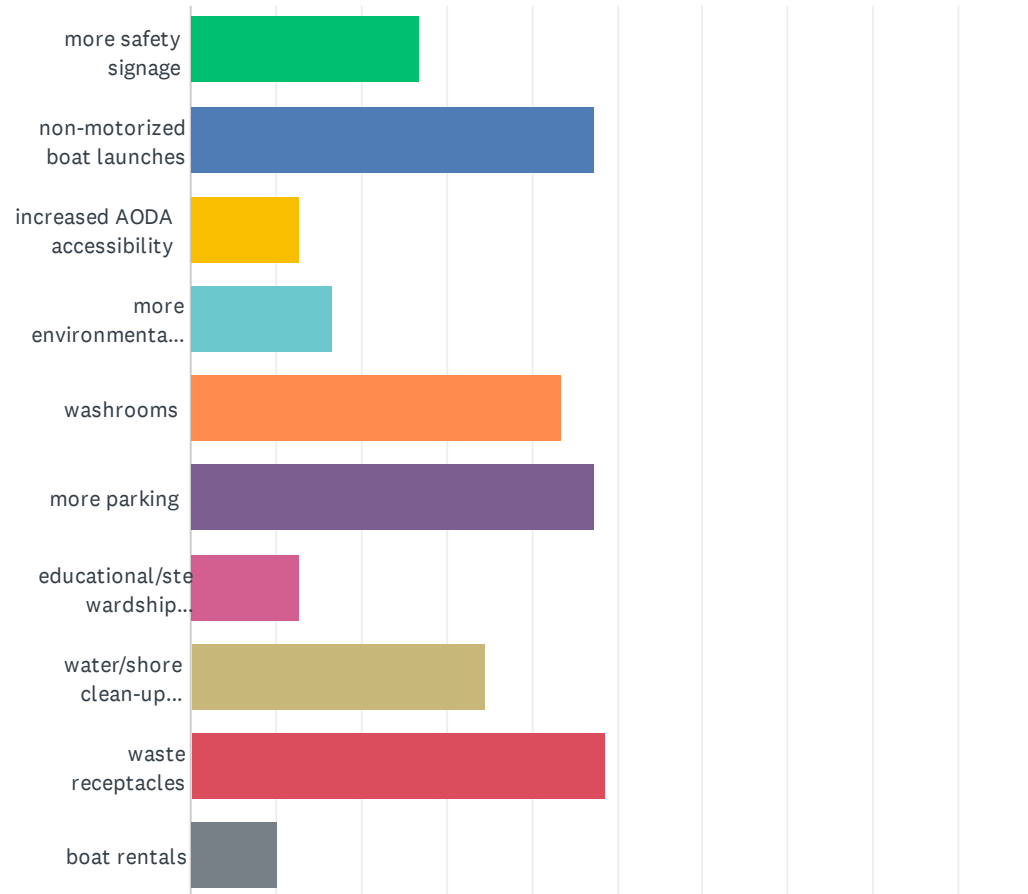


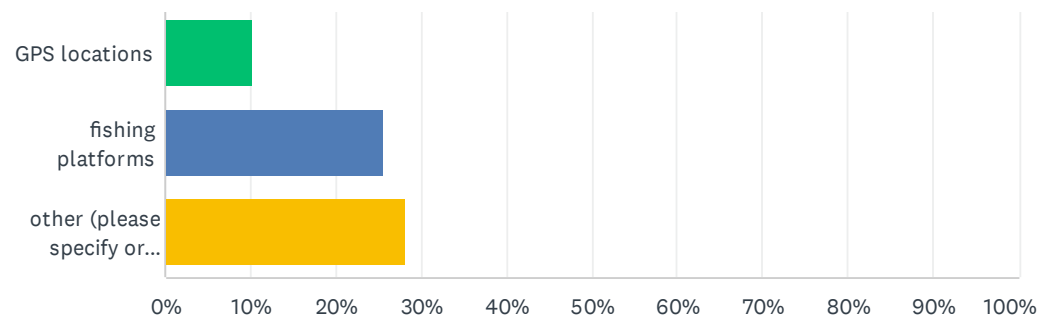
ANSWER CHOICES	RESPONSES	
yes	37.62%	79
no	34.76%	73
uncertain	27.62%	58
TOTAL		210



Q20 What types of improvements do you think are needed? (please select all that apply)

Answered: 78 Skipped: 267



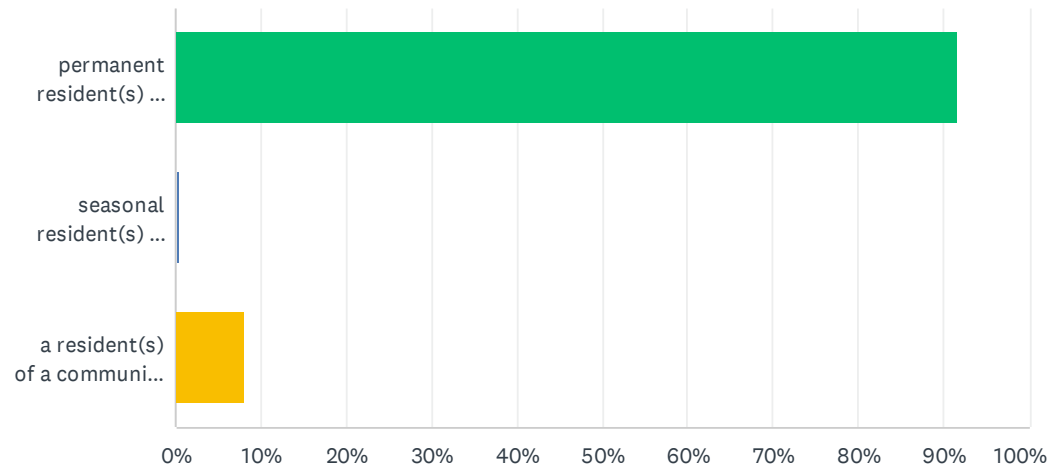


ANSWER CHOICES	RESPONSES	
more safety signage	26.92%	21
non-motorized boat launches	47.44%	37
increased AODA accessibility	12.82%	10
more environmental education signage	16.67%	13
washrooms	43.59%	34
more parking	47.44%	37
educational/stewardship initiatives	12.82%	10
water/shore clean-up programs	34.62%	27
waste receptacles	48.72%	38
boat rentals	10.26%	8
GPS locations	10.26%	8
fishing platforms	25.64%	20
other (please specify or enter 'no comment')	28.21%	22
Total Respondents: 78		



Q21 Please describe your type of residence in Brockton and area.

Answered: 309 Skipped: 36

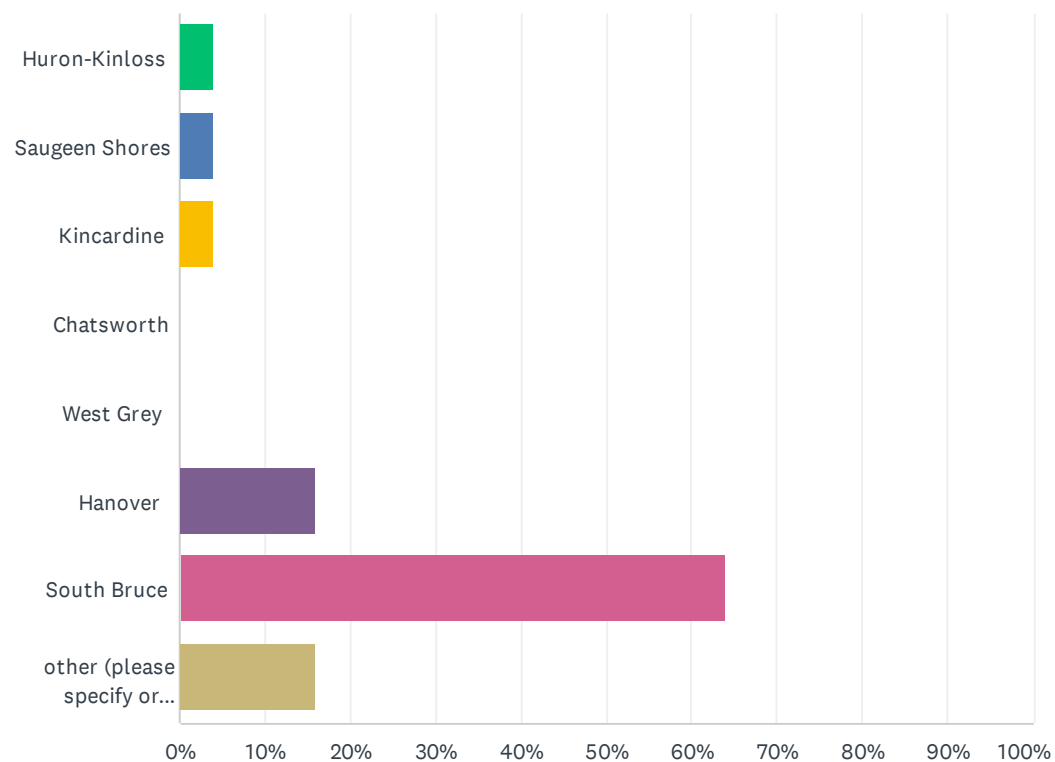


ANSWER CHOICES	RESPONSES	
permanent resident(s) of the Municipality of Brockton	91.59%	283
seasonal resident(s) of the Municipality of Brockton	0.32%	1
a resident(s) of a community outside the Municipality of Brockton	8.09%	25
TOTAL		309



Q22 In which of the following communities do you live?

Answered: 25 Skipped: 320



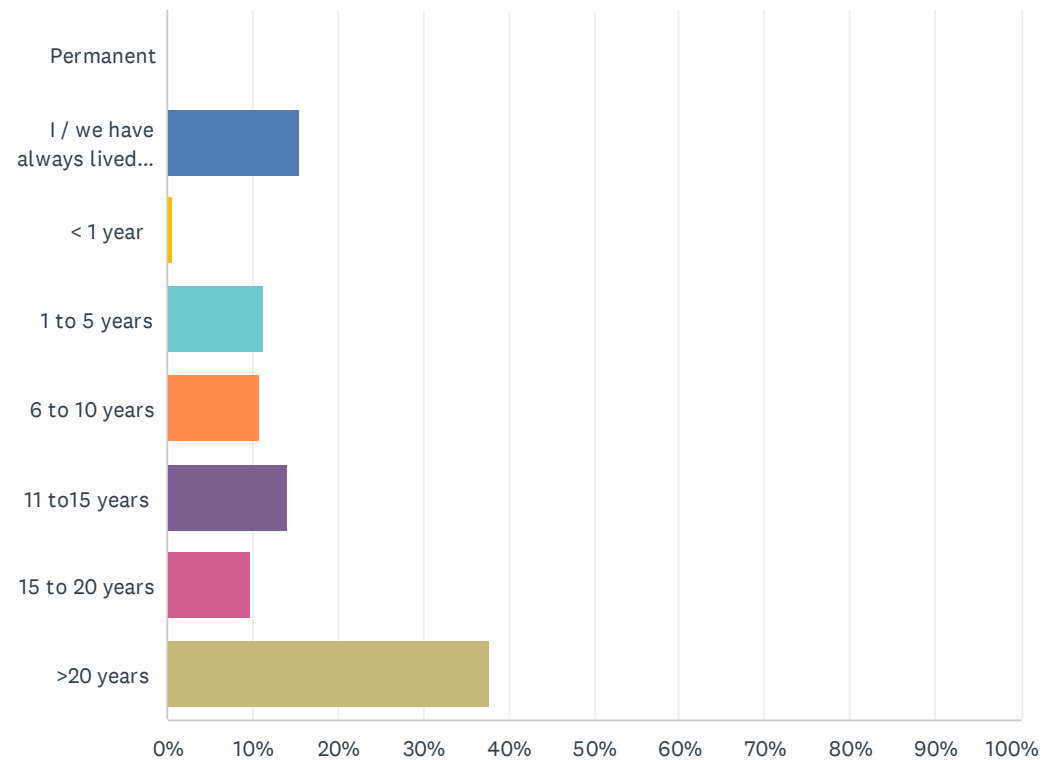


ANSWER CHOICES	RESPONSES	
Huron-Kinloss	4.00%	1
Saugeen Shores	4.00%	1
Kincardine	4.00%	1
Chatsworth	0.00%	0
West Grey	0.00%	0
Hanover	16.00%	4
South Bruce	64.00%	16
other (please specify or enter 'no comment')	16.00%	4
Total Respondents: 25		



Q23 How long have you had a residence in the Municipality of Brockton?

Answered: 284 Skipped: 61



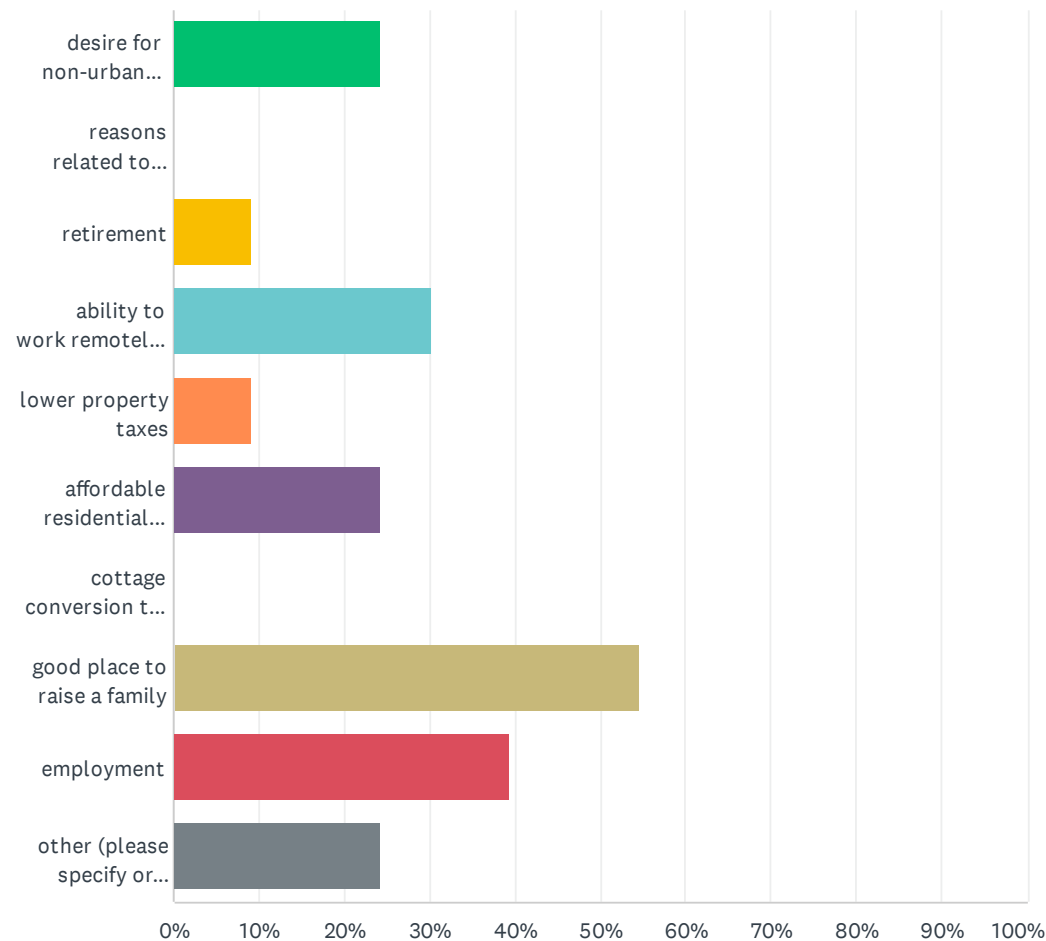


ANSWER CHOICES	RESPONSES	
Permanent	0.00%	0
I / we have always lived in Brockton	15.49%	44
< 1 year	0.70%	2
1 to 5 years	11.27%	32
6 to 10 years	10.92%	31
11 to15 years	14.08%	40
15 to 20 years	9.86%	28
>20 years	37.68%	107
TOTAL		284



Q24 If you have moved permanently to the Municipality of Brockton within the last five years, or plan to within the next five years, please indicate the reasons. (please select all that apply)

Answered: 33 Skipped: 312



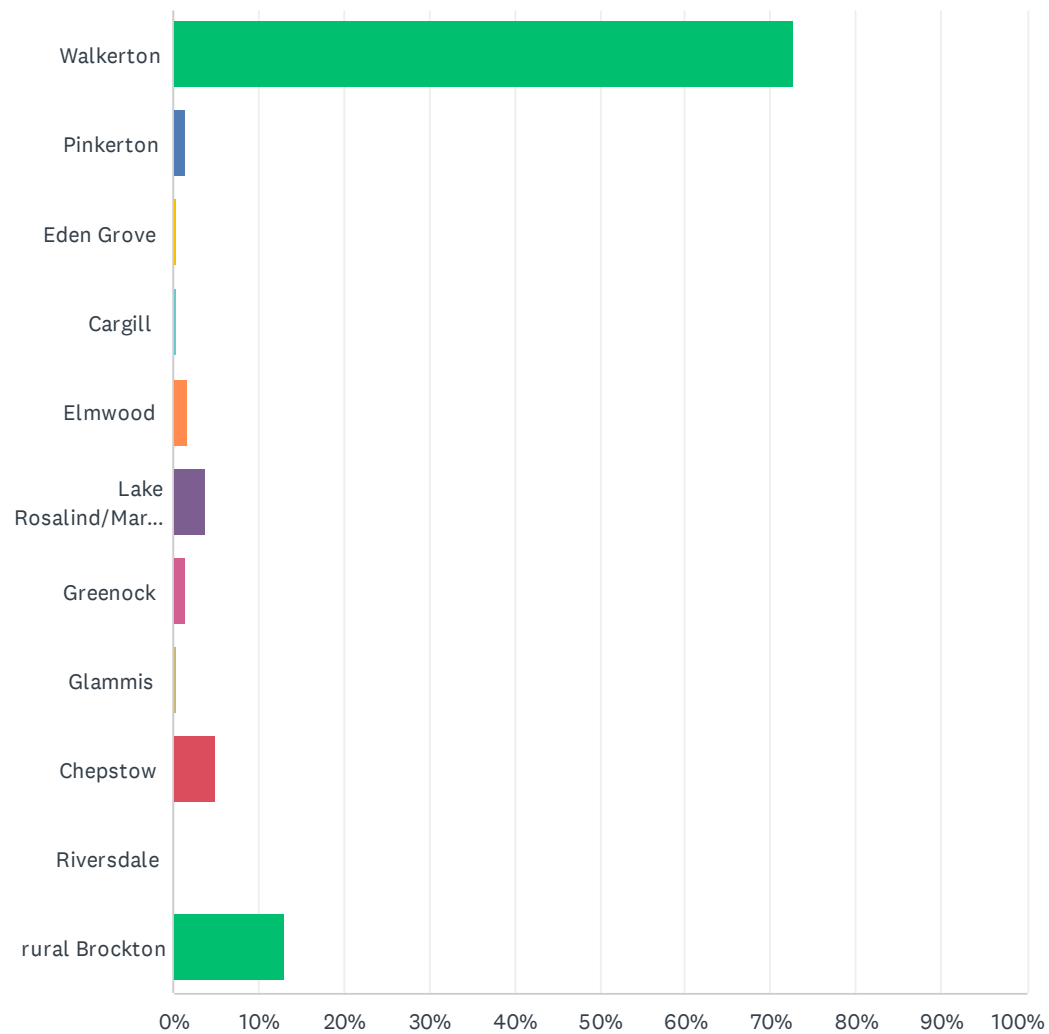


ANSWER CHOICES	RESPONSES	
desire for non-urban lifestyle	24.24%	8
reasons related to COVID-19	0.00%	0
retirement	9.09%	3
ability to work remotely regardless of location	30.30%	10
lower property taxes	9.09%	3
affordable residential real estate	24.24%	8
cottage conversion to permanent dwelling	0.00%	0
good place to raise a family	54.55%	18
employment	39.39%	13
other (please specify or enter 'no comment')	24.24%	8
Total Respondents: 33		



Q25 Where do you live in the Municipality of Brockton?

Answered: 285 Skipped: 60



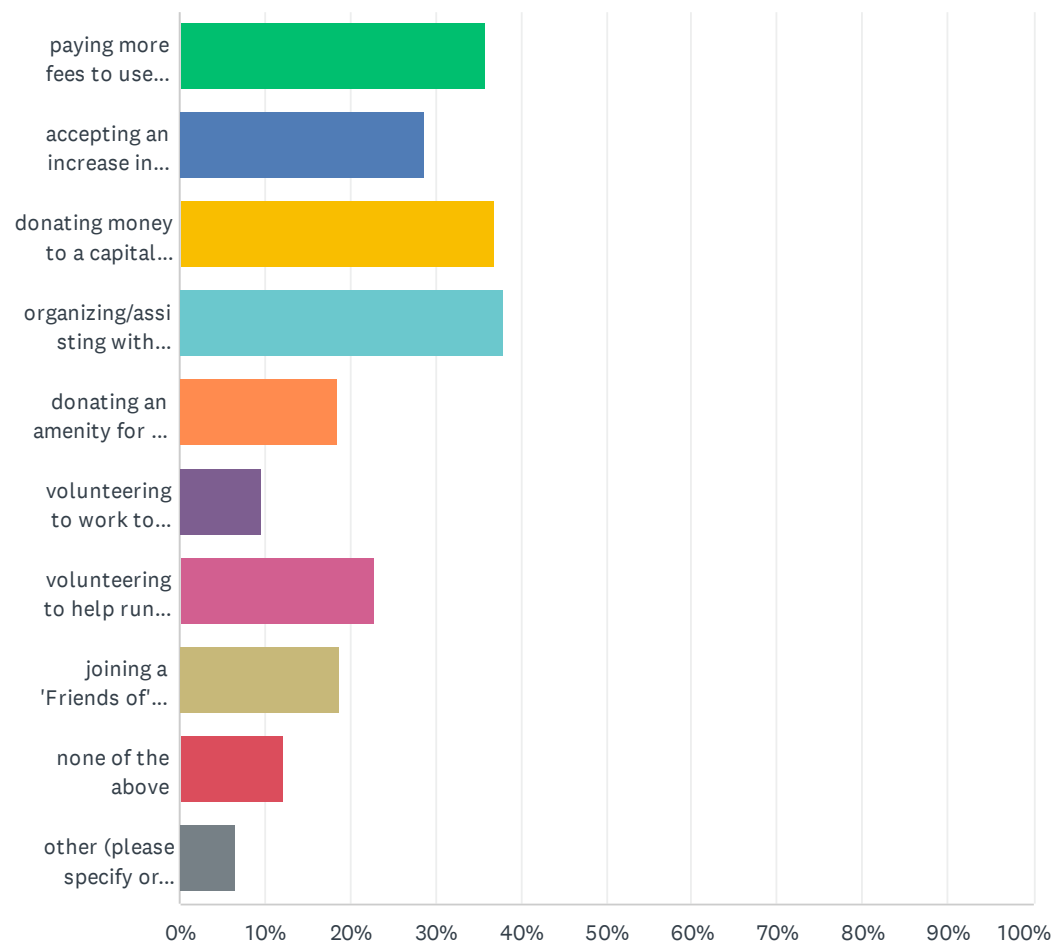


ANSWER CHOICES	RESPONSES	
Walkerton	72.63%	207
Pinkerton	1.40%	4
Eden Grove	0.35%	1
Cargill	0.35%	1
Elmwood	1.75%	5
Lake Rosalind/Marl Lake	3.86%	11
Greenock	1.40%	4
Glammis	0.35%	1
Chepstow	4.91%	14
Riversdale	0.00%	0
rural Brockton	12.98%	37
TOTAL		285



Q26 Please indicate if your household would contribute to the development/improvement of recreation facilities, parks, beaches and programs through each of the following methods. (please select all that apply)

Answered: 271 Skipped: 74



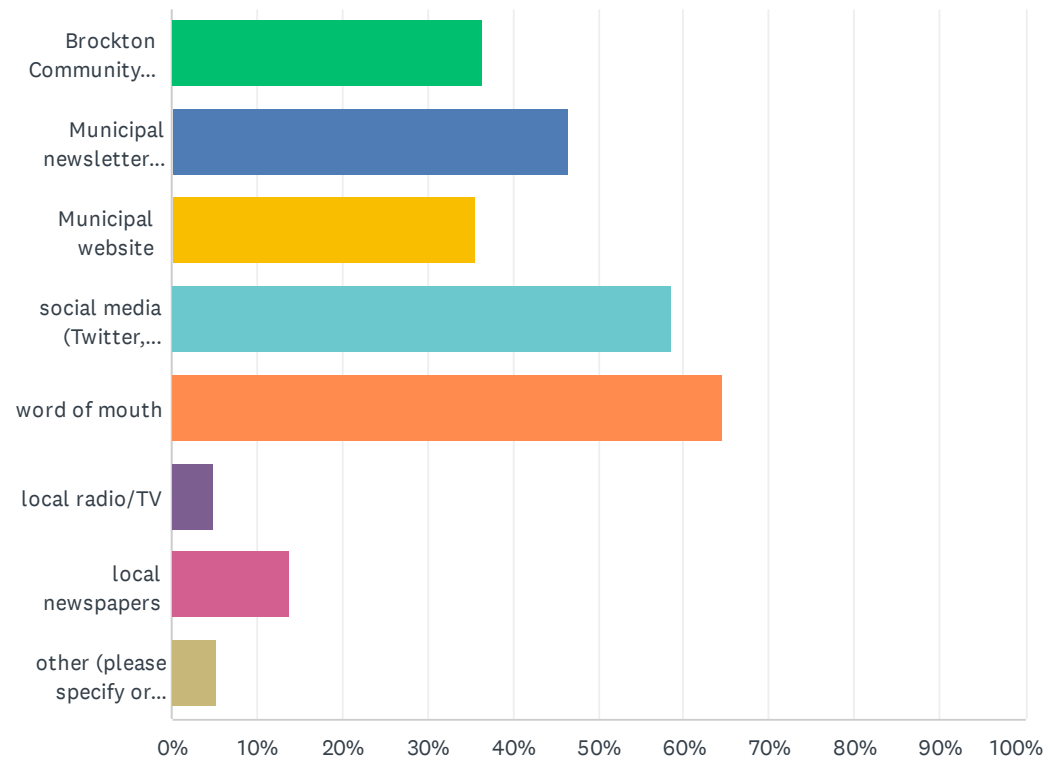


ANSWER CHOICES	RESPONSES	
paying more fees to use services	35.79%	97
accepting an increase in property taxes	28.78%	78
donating money to a capital campaign	36.90%	100
organizing/assisting with local fundraising events	38.01%	103
donating an amenity for a park (e.g., bench, tree, picnic table)	18.45%	50
volunteering to work to source private sector grants/donors/sponsors	9.59%	26
volunteering to help run programs/activities	22.88%	62
joining a 'Friends of' group (e.g., parks, Saugeen Trail)	18.82%	51
none of the above	12.18%	33
other (please specify or enter 'no comment')	6.64%	18
Total Respondents: 271		



Q27 How do you learn about recreation services that are available in the your community? (please select all that apply)

Answered: 280 Skipped: 65





ANSWER CHOICES	RESPONSES	
Brockton Community Recreation Guide	36.43%	102
Municipal newsletter (Brockton Buzz)	46.43%	130
Municipal website	35.71%	100
social media (Twitter, Facebook)	58.57%	164
word of mouth	64.64%	181
local radio/TV	5.00%	14
local newspapers	13.93%	39
other (please specify or enter 'no comment')	5.36%	15
Total Respondents: 280		

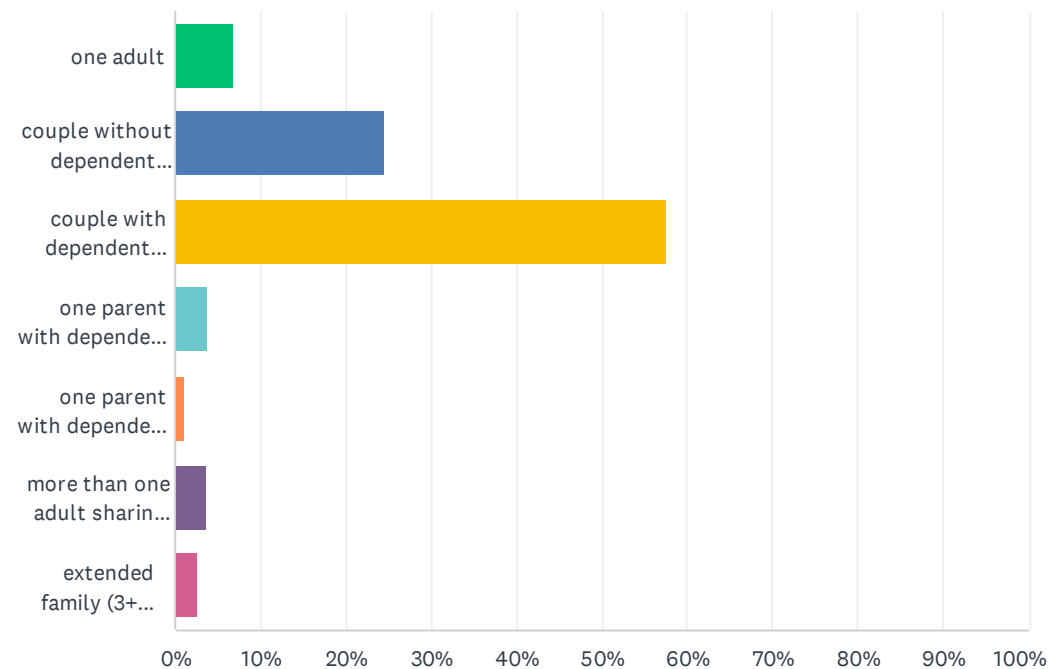




Municipality of Brockton Master Recreation Plan Resident Household Survey

Q28 Which of the following best describes your household?

Answered: 281 Skipped: 64





ANSWER CHOICES	RESPONSES	
one adult	6.76%	19
couple without dependent child(ren)	24.56%	69
couple with dependent child(ren)	57.65%	162
one parent with dependent child(ren)	3.91%	11
one parent with dependent child(ren) and one or more adults	1.07%	3
more than one adult sharing a residence	3.56%	10
extended family (3+ generations)	2.49%	7
TOTAL		281



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Appendix B: Telephone Survey Results



Master Recreation Plan Telephone Survey Report



December 2022



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Recreation Program/Activity, Facility, Parks & Trail Needs	5
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Community Profile	12





Methodology & Logistics

Overview

This report documents the findings from a telephone survey of N=200 residents from the Municipality of Brockton, Ontario conducted by Oraclepoll Research for the Municipality on behalf of thinc design, the lead firm for the Parks and Recreation Master Plan.

The survey questions were designed by thinc design and the Municipality. The role of Oraclepoll Research Ltd was to field the telephone survey and report on the findings.

The purpose of the survey was to determine current use of parks, trails and recreation facilities, participation in programs and activities, and opinions on the need for future services in the Township.

Study Sample & Survey Method

A total of N=200 respondents, 18 years of age and older who are residents of the Municipality of Brockton were interviewed. All surveys were conducted by telephone using live operators at the Oraclepoll call centre facility. The survey was conducted using person-to-person interviewing with computer-assisted techniques for telephone interviews (CATI) and random number selection (RDD).

The sample frame included landlines as well as cell phone-only households. Since cell phone numbers are not tied to location, potential respondents were first screened to ensure their residency in the Township, before administering the survey. A total of 20% of all interviews were monitored and the management of Oraclepoll Research supervised 100% of all the calls made.

Logistics

Telephone surveys were conducted by phone at the Oraclepoll call centre using person-to-person live operators between the days of December 9th and December 15th, 2022.

Initial calls were made between the hours of 6:00 p.m. and 9:00 p.m. Subsequent call-backs of no-answers and busy numbers were made on a (staggered) daily rotating basis up to 5 times (from 10:00 a.m. to 9:00 p.m.) until contact was made. In addition, telephone interview appointments were attempted with those respondents who were unable to complete the survey at the time of contact. If no contact was made at a number after the fifth attempt, the number was discarded and a new one supplemented it.

Confidence

The margin of error for the N=200 sample is $\pm 6.8\%$ 19/20 times.

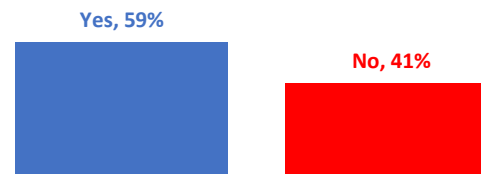


Current Participation in Recreation Programs, Activities & Events

All N=200 respondents were first asked if they or others at their household participate in active sport and fitness programs/pursuits in Brockton.

"The first few questions ask about your household's typical use of recreation facilities and parks, and participation in programs/activities and events in the Municipality of Brockton. The questions ask about participation in both active sport and fitness, and in non-sport recreation. Non-sport recreation includes social programs, arts, culture, general interest, learning, play, heritage, etc."

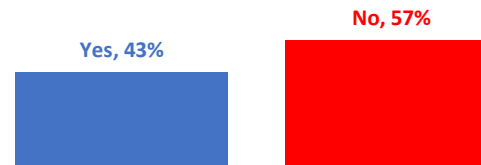
Q1. Do you or other members of your household participate in active sport and fitness programs/pursuits in Brockton?



Almost six in ten or 59% said they or other members of their household participate in active sport and fitness programs/pursuits in Brockton.

They were next asked if they or others at their household participate in non-sport recreation in Brockton.

Q2. Do you or other members of your household participate in non-sport recreation in Brockton?



Forty-three percent responded that they or other members of their household participate in non-active sport recreation in the Municipality.



All residents were asked where they and other members at their household most often go to use recreation programs, parks, facilities, and trails in Brockton. One top response was accepted.

Q3. Where do you and household members most often go in Brockton and area to use recreation programs, parks, facilities and trails?

Walkerton	40%
Do not use	24%
Neighbouring community	23%
Elmwood	6%
Chepstow	3%
Glamis	3%
Cargill	2%

Respondents were then asked what, if anything, prevents them or others at their household from participating in recreation programs or activities. One main response was accepted.

Q4. Which, if any, of the following factors prevent you or other members of your household from participating in recreation programs/activities?

there is nothing that prevents us from participating	58%
programs/activities of interest are not offered	11%
I/we don't know what's available	8%
programs are not offered at convenient times	8%
lack of time	6%
difficulties health reasons / age	4%
programs are too expensive	4%
no one to participate with	2%
transportation	1%

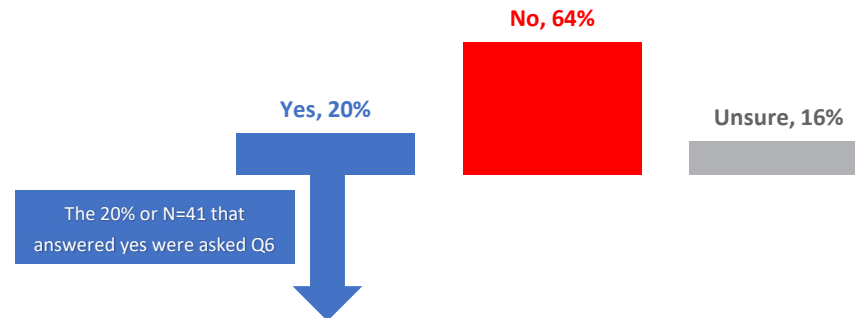


Recreation Program/Activity, Facility, Parks & Trail Needs

Respondents were first asked if there are additional active sport/fitness programs and activities needed in Brockton that they or other members of their household would use. Those that answered yes were asked Q6 as a follow-up.

The next few questions ask about your interest in having additional recreation services made available in the community that you and/or other members of your household would use.

Q5. Are there additional active sport/fitness programs and activities needed in Brockton that you or the members of your household would use?



Q6. What types of new/expanded active sport/fitness programming or opportunities would members of your household use if provided in Brockton?

arena ice activities (e.g., Stocksport)	37%
arena floor activities	29%
non-motorized trail activities (e.g., hiking, snow shoeing)	24%
field sports (e.g., soccer, lacrosse, rugby)	22%
outdoor ice activities	20%
gymnasium sports (e.g., badminton, volleyball)	17%
court sports (e.g., basketball, tennis)	15%
group fitness classes	12%
outdoor water-based activities	12%
martial arts (e.g., karate, tae kwon do, jiu jitsu)	7%
wheel sports (e.g., BMX)	7%
sporting events (tournaments, competitions, races, etc.)	7%
motorized trail activities	5%
dance	5%

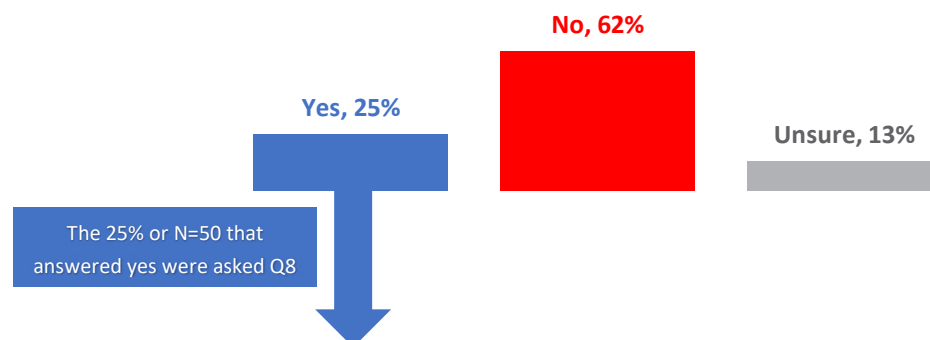
Twenty percent or N=41 claimed that there are additional active sport or fitness programs and activities that they or other household members would use.

The N=41 were then asked in a question allowing for multiple responses to name the active programming or opportunities they would use. The adjacent table highlight the percentage of cases or the number (percentage) of times each area was mentioned.



All N=200 respondents were next asked if there are additional non-sport recreation programs and activities needed in Brockton that they or other members of their household would use. Those that answered yes were asked Q8 as a follow-up.

Q7. Are there additional non-sport recreation programs and activities needed in Brockton that you or the members of your household would use?



Q8. What types of new/expanded non-sport programming or recreation opportunities would members of your household use if provided in Brockton?

wellness programs (e.g., tai chi, mental health)	44%
learning / self-improvement / interest	26%
social / club activities	20%
after school programs	14%
music / guest lecture programs play	14%
one-day or weekend special events	12%
programs for preschoolers	10%
performing arts	10%
culinary and literary arts	10%
digital technology	6%
environmental (pollinator gardens, xeriscape gardening)	6%
seniors' programs	8%
visual arts	4%
fine crafts	4%

One-quarter or N=50 claimed that there are additional non-sport recreation programs and activities that they or other household members would use.

The N=50 were then asked in a question allowing for multiple responses to name the non-sport programming or recreation opportunities they would use. The adjacent table highlight the percentage of cases or the number (percentage) of times each area was mentioned.



All N=200 residents were then asked the following question about interest in participating in active sport/fitness, non-sport recreation or both types of programs/activities by age group.

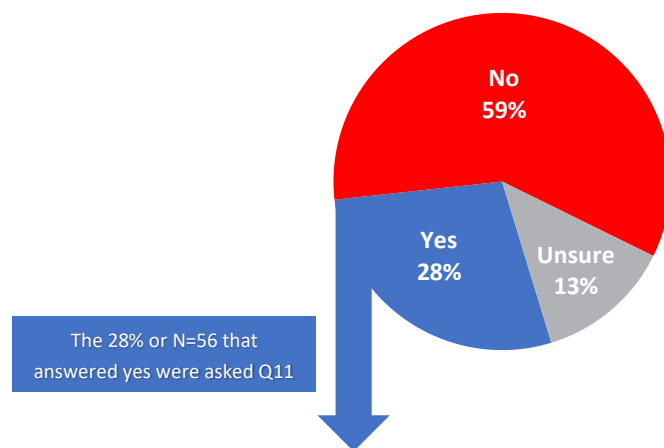
Q9. Which of the following age groups in your household would be interested in participating in active sport/fitness, non-sport recreation or both types of programs/activities in the community

	Active	Non-Sport	Both	TOTAL
preschoolers 0 - 4 years	2%	3%	2%	7%
elementary school age 5 - 12 years	5%	2%	5%	12%
high school age 13 - 19 years	6%	2%	8%	16%
young adults 20 - 34 years	4%	2%	5%	11%
adults 35 - 54 years	1%	3%	6%	10%
adults 55 - 64 years	2%	5%	3%	10%
seniors 65 - 74 years	2%	4%	1%	7%
seniors 75 years and older	1%	3%	1%	5%



All N=200 respondents were next asked if additional new indoor facilities are needed to provide programs or activities that they or other members of their household would use. Those that answered yes were asked Q11 as a follow-up.

Q10. A new community complex for Brockton with a twin pad arena has been in the proposal/planning stages in recent years. Do you think additional new INDOOR facilities are needed to provide programs or activities that you or the members of your household



The 28% or N=56 that answered yes were asked Q11

Q11. Please list up to three additional INDOOR recreation facilities you think are most needed to provide recreation programs/activities in Brockton.

Fitness centre / exercise room	43%
Multi-purpose space	21%
Group fitness / cardio (class areas)	16%
Arena / ice pads	14%
Meeting rooms	13%
Uncertain	7%
Indoor pool	5%
Hall	4%
Community kitchen	4%
Indoor track	2%

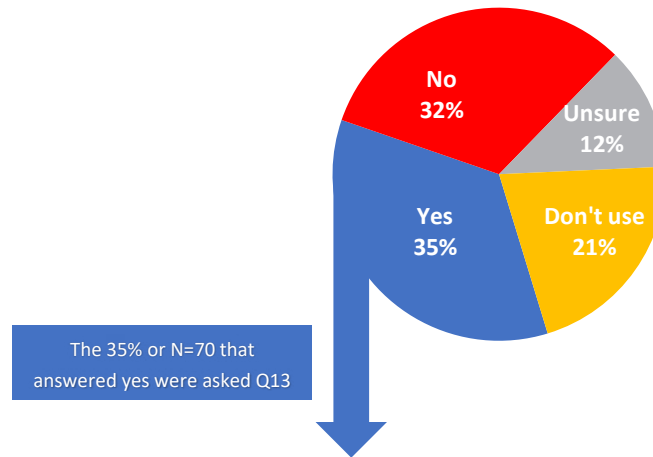
Twenty eight percent or N=56 stated that new indoor facilities are needed to provide programs or activities.

The N=56 were then asked in a question allowing for up to three responses to name the indoor recreation facilities that are most needed. The adjacent table highlight the percentage of cases or the number (percentage) of times each area was mentioned.



All N=200 respondents were asked if the Municipality's parks, the Saugeen River Trail, and/or the Saugeen River Rail Trail require improvements.

Q12. Do you think the Municipality's parks, the Saugeen River Trail, and/or the Saugeen River Rail Trail require improvements?



The 35% or N=70 that answered yes were asked Q13

Q13. What types of improvements do you think are needed to parks and/or trails?

more walking paths within parks	42%
maintenance beautification	38%
washrooms and water fountains increased	36%
more trail connectivity to create a linked system	31%
more shade, seating, lighting, etc.	21%
new/improved play equipment	21%
multi-purpose play courts	16%
multi-purpose sports fields	13%
gym/fitness stations	13%
managed naturalized areas	10%
covered areas for markets, picnics, etc.	11%
ball diamonds	11%
dog off-leash areas	10%
on road cycling lanes	8%
concrete pads for wheel sports	7%
bicycle repair stations	7%
AODA accessibility improvements	3%

A total of 35% or N=70 stated that improvements are required. The N=70 were then asked in a question allowing for multiple responses to name the improvements they feel are needed. The adjacent table highlight the percentage of cases or the number (percentage) of times each area was mentioned.

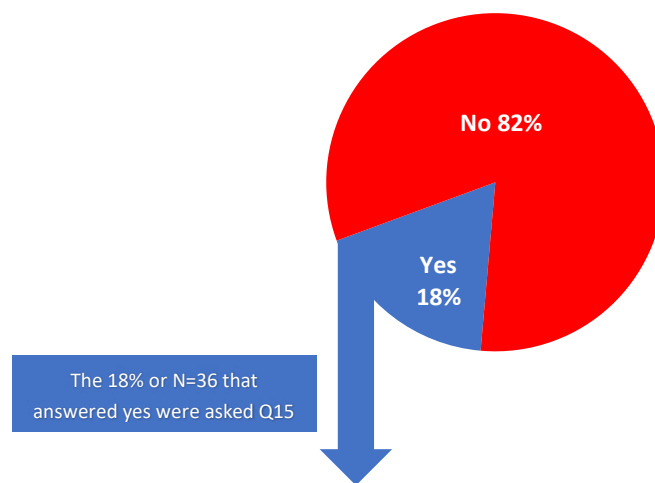


Saugeen River Access Points

A question about usage of the Saugeen River access points in Brockton was first asked. Users were then asked a series of follow-up probes.

Residents and visitors to Brockton are provided with five access points to the Saugeen River. We are interested in knowing your opinions on the need for improvements to these assets to better manage use while protecting the integrity of natural eco-systems.

Q14. Do you or members of your household use Saugeen River access points in Brockton?



Q15. Which of the following access points do you or household members use?

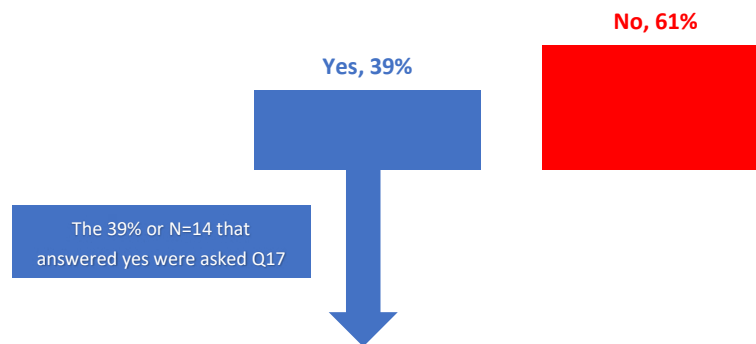
Bruce Rd #4 (Durham St - Tim Horton's)	33%
Concession 8 Access #6	28%
Maple Hill (Access #4)	14%
Concession 10 (Access #7)	14%
Lobies Park Access #5)	11%

There are 18% (N=36) of residents that stated they or other household members use Saugeen River access points. The N=36 were then asked which access points are used.



The 18% or N=36 residents that use Saugeen River access points in Brockton were then asked if there are improvements that are needed. Those that answered yes were asked Q17 as a follow-up.

Q16. Are there needed improvements to the Saugeen River access points that you or household members use?



Q17. What types of improvements do you think are needed?

washrooms	43%
more safety signage	36%
more environmental education signage	29%
water/shore clean-up programs	29%
waste receptacles	21%
non-motorized boat launches increased	21%
more parking	21%
fishing platforms	14%
boat rentals	14%
GPS locations	7%
AODA accessibility	7%
educational/stewardship initiatives	7%

Among users of Saugeen River access points, 39% or N=14 said that improvements are needed. The N=14 were then asked in a question allowing for multiple responses to name the improvements they feel are needed. The adjacent table highlight the percentage of cases or the number (percentage) of times each area was mentioned.



Community Profile

Q18. Please describe your type of residence in Brockton.

Permanent resident(s) of the Municipality of Brockton	98%
Seasonal resident(s) of the Municipality of Brockton	2%

Q19. How long have you had a residence in the Municipality of Brockton?

I / we have always lived in Brockton	67%
< 1 year	2%
1 to 5 years	6%
6 to 10 years	6%
11 to 15 years	5%
15 to 20 years	5%
> 20 years	11%

Q20. Where do you live in the Municipality of Brockton?

Walkerton	60%
Greenock	10%
rural Brockton	9%
Elmwood	5%
Cargill	4%
Gammis	4%
Pinkerton	3%
Eden Grove	2%
Riversdale	2%
Lake Rosalind/Marl Lake	2%
Chepstow	1%

Q21. Please indicate if your household would contribute to the development/improvement of recreation facilities, parks, beaches and programs through each of the following methods.

	Percent of Cases
paying more fees to use services	16%
accepting an increase in property taxes	6%
donating money to a capital campaign	21%
organizing/assisting with local fundraising events	11%
donating an amenity for a park (e.g., bench, tree, picnic table)	33%
volunteering to work to source private sector grants/donors/sponsors	39%
volunteering to help run programs/activities	16%
joining a 'Friends of' group (e.g., parks, Saugeen Trail)	32%
none of the above	10%

Q22. How do you learn about recreation services that are available in your community?

	Percent of Cases
Brockton Community Recreation Guide	23%
Municipal newsletter (Brockton Buzz)	16%
Municipal website	30%
social media (Twitter, Facebook)	33%
word of mouth	17%
local radio/TV	8%
local newspapers	7%
Do not	15%
Unsure	9%

Q23. Which of the following best describes your household?

couple with dependent child(ren)	30%
couple without dependent child(ren)	28%
one adult	26%
one parent with dependent child(ren)	9%
extended family (3+ generations)	4%
more than one adult sharing a residence	3%
one parent with dependent child(ren) and one or more adults	2%

Appendix C: Parks and Recreation User Groups



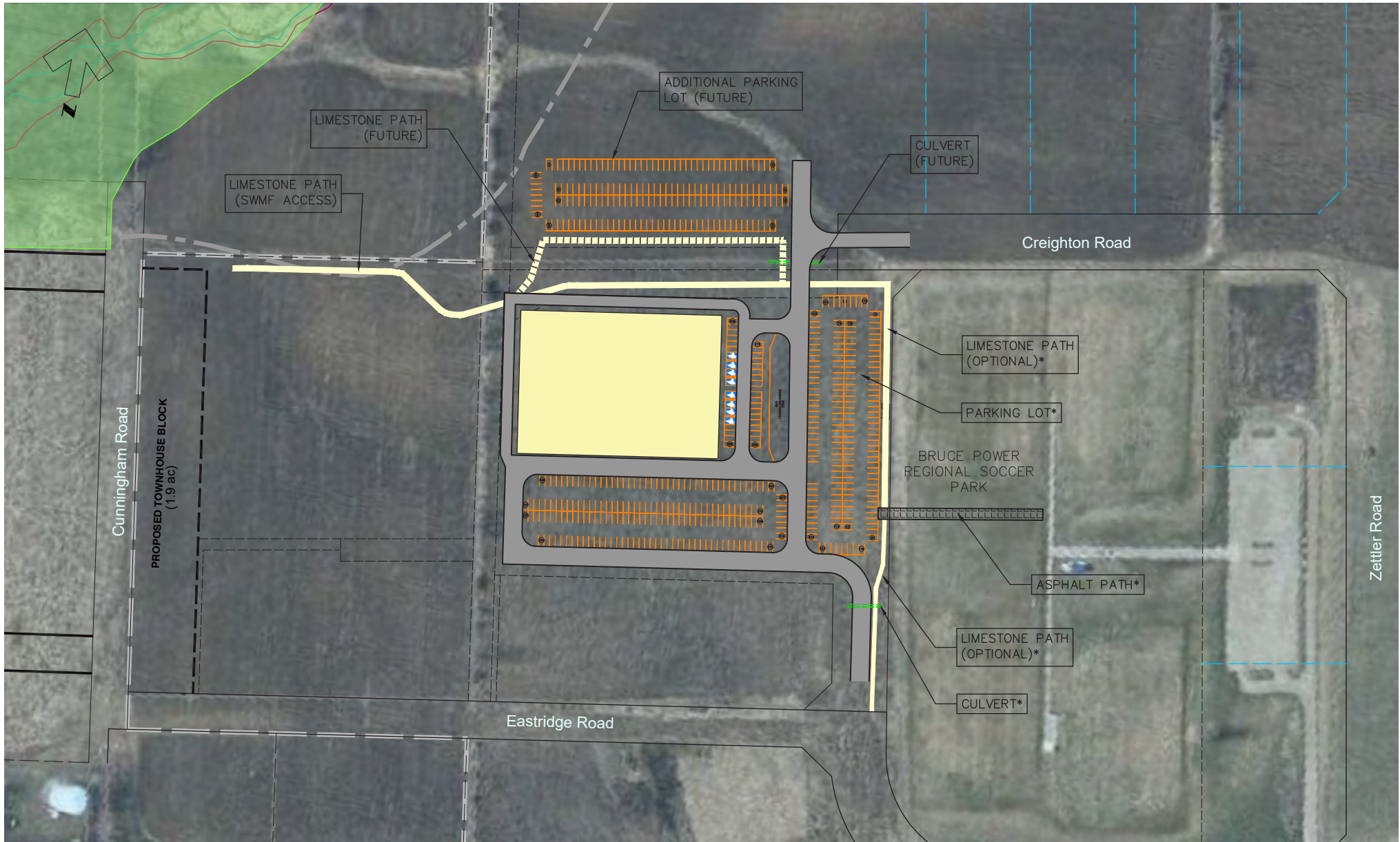
List of Parks and Recreation User Groups

- Elmwood Community Centre Board
- Cargill District Community Foundation*
- Bradley School House Committee*
- Brockton Parks and Recreation Committee*
- Saugeen Municipal Airport Board*
- Walkerton FC*
- Walkerton Figure Skating Club*
- Walkerton Minor Hockey*
- Walkerton Capitals Junior C Team^
- Walkerton Minor Ball*
- Walkerton Golf & Curling Club*
- EarlyON Child and Family Centres
- Girl Guides
- Grey-Bruce Ryusei Karate-do
- Walkerton Illusions/Walkerton Intensity
- Celtic Dance Academy
- Dirt Pigs Foundation*
- Walkerton Lawn Bowling Club*
- Mens' Recreation Hockey League
- Shark Shooters Hockey*
- Blue Liners Hockey
- Walkerton Men's Slo-Pitch*
- Thursday Nighters
- Cargill Lawn Bowling Club
- Twilight Seniors Group
- Seniors 55+ Games
- Chepstow Lions Club
- Walkerton and District Optimist Club*
- Rotary Club of Walkerton*
- Kinsmen Club of Walkerton
- Walkerton Kinetite Club
- Walkerton Agricultural Society*
- Saugeen Valley Conservation Authority
- Bruce County*
- Play Bruce Grey - Grey Bruce Health Unit*
- Bruce County Public Library*
- Victoria Jubilee Hall*
- Brockton Heritage Committee
- County Towne Players*
- Saugeen Artists Guild
- Cargill/Greenock Swamp Promotional Association^
- Sacred Heart High School*
- Walkerton District Community School*
- ThornCrest Outfitters
- Huron Shores ATV Club*
- Saugeen Snowmobile Club*
- Walkerton Horticultural Society
- Brockton Pickleball Community*
- Elmwood Chamber of Commerce*
- Joy Source for Sports

* = completed survey

^ = incomplete survey

Appendix D: Conceptual Site Plan (2015)



LEGEND:

- EP ZONING

Notes:

1. LABELS WITH * PART OF CONTRACT 3. ALL OTHER LABELS FOR FUTURE CONSIDERATION.

Note:

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PRELIMINARY



**Municipality of Brockton
(Walkerton)**
Lot 25b Conceptual Layout
Reserved Municipal Lot
Usage

Date
2022-12-15

Project No.
12154

Scale
1:2000

Cost Estimate
Figure

Appendix E: Waterloo and Kingston Corporate Sponsorship Policies



CORPORATE POLICY



Policy Title: **Sponsorship and Advertising Policy**
Policy Category: **Administration Policy**
Policy No.: A-016
Department: Corporate Services
Approval Date: June 22, 2015
Revision Date:
Author: Jillian Fleming, Manager – Marketing and Sponsorship
Attachments:
Related Documents/Legislation:
Municipal Freedom of Information and Protection of Privacy Act
Canadian Code of Advertising Standards
Ontario Human Rights Code
Canadian Anti-Spam Legislation
City of Waterloo Code of Conduct

Key Word(s): sponsorship, advertising

POLICY STATEMENT:

The City of Waterloo welcomes and encourages sponsorships and advertising to assist with the provision of a city facility, service or event. Sponsorship and advertising initiatives will be consistent with the City of Waterloo's vision, mission, and values, and not compromise or contradict any legislation, by-law or policy, or reflect negatively on the city's public image. All sponsorship and advertising agreements shall be established in a manner that results in a successful balance of benefits to the city, the community, and the corporate sponsor.

**PURPOSE:**

This policy formalizes the conditions for the city to enter into an agreement with an external party to sponsor or advertise all, or part of, a city facility, service or event. This policy:

- outlines the criteria and process for assessing sponsorship and/or advertising benefits
- provides staff with direction to respond to sponsorship and advertising requests

Mandatory Policy, *Municipal Act*: NO

Policy Administration Team, Review Date March 27, 2015

Corporate Management Team, Review Date April 8, 2015

DEFINITIONS:

Advertising Sales - the selling or leasing of advertising space on corporate materials (printed and electronic), and signage on city owned properties; whereby the advertiser is not entitled to any additional benefits beyond access to the space purchased.

Advertising is a straightforward purchase of space based on pre-established rates at a defined time period, as outlined in the fees and charges bylaw.

Asset – This is a physical or non-physical city-owned element that has value to sponsors in order to achieve their business objectives. Examples of some assets are playgrounds, programs, events, advertisement placements, services, and speaking engagements.

City - The term city refers to the Corporation of the City of Waterloo.

Donation(s) - A cash and/or in-kind contribution made to the City of Waterloo with no reciprocal commercial benefit expected or required from the city. Donations do not involve a business relationship and are distinct from sponsorship and/or advertising initiatives.



External party – An organization, company, or individual who is interested in providing cash, and/or in-kind goods and/or services to the city in return for access to the commercial marketing potential associated with a city facility, program, service or event.

In-kind – A contribution sponsorship received in the form of goods and/or services rather than cash.

Naming or Renaming Rights – An exclusive right of third-party sponsorship to name an asset or venue for a fixed or indefinite period of time in exchange for cash and/or other considerations under a long-term agreement.

Request for Sponsorship Proposal – This is an open and competitive process for corporations and organizations to express their interest in a sponsorship opportunity with the City of Waterloo.

Sponsorship - A mutually beneficial business arrangement between the city and an external party. An agreement is made for the external party to provide cash and/or in-kind goods and/or services to the city in return for access to the commercial marketing potential associated with a city facility, program, service or event.

Sponsorship recognition - Refers to the agreed upon terms of publicity and/or promotion that reflects the sponsorship impact.



Third Party - This is an organization running a program and/or event in a city-owned facility with a partnership agreement with the city. Examples include but are not limited to: Waterloo Minor Hockey, Ontario Volleyball Association, Friends of Waterloo Park and Cruis'n in the Square.

SCOPE:

This policy applies to the relationships between the City of Waterloo and businesses, organizations, and individuals that contribute either financially or in-kind to a city facility, program, service or event in return for the contribution recognition, public acknowledgement, or other promotional considerations, with respect to the following situations:

- program, facility and event sponsorship including city-endorsed or owned programs or events
- paid advertising on city properties, events and publications

POLICY COMMUNICATION:

This policy will be communicated by:

- posting on the City of Waterloo website;
- posting on the City of Waterloo intranet accessible by staff;
- providing a copy to members of the corporate management team (CMT) and operational leadership team (OLT).

POLICY:

1.0 GENERAL PRINCIPLES:

The following principles will guide the decision-making and operational processes related to sponsorship and/or advertising relationships with an external party:



Decision-Making

- 1.1 All sponsorship and advertising agreements must comply with federal and provincial acts, statutes and regulations and municipal by-laws and must not interfere with existing contractual obligations of the city.
- 1.2 All sponsorship and advertising agreements must be consistent with the mandate, policies and objectives of the City of Waterloo.
- 1.3 Sponsorship agreements must benefit the city, and should also benefit the community, and the sponsor.
- 1.4 Sponsorships should enhance the development, delivery, awareness or continuance of one or more City of Waterloo facilities, programs, services, and/or events or provide for the delivery of programs, services, or events by a third party.
- 1.5 The sponsorship and/or advertising opportunity should be appropriate to the identified target audience.
- 1.6 Advertising devices must not impact the quality and integrity of the city's properties, buildings, recreational experiences, and provide no added risk to safety. This will be determined by the City of Waterloo.
- 1.7 Agreements shall not in any way invoke future considerations, influence, or be perceived to influence the day-to-day business of the City of Waterloo.

Operational

- 1.8 The city will maintain control over the planning and delivery of all sponsorship agreements and activities.
- 1.9 Sponsorships must be valued at a level consistent with the industry practices, using recognized valuation models and standard practices.
- 1.10 The term of all agreements shall not exceed five years unless authorized by the appropriate city commissioner or chief administrative officer.



- 1.11 City employees or anyone with permission to act on behalf of staff, shall not receive any product, service, or assets for personal use or gain as a result of a sponsorship or advertising agreement as per the code of conduct policy.
- 1.12 Advertisement of a product or service does not act as the city's endorsement of any one product or service over another.
- 1.13 Sponsorship and/or advertising revenue shall not replace existing or future sources of operating funds for the business unit.
- 1.14 100% of the sponsorship revenue will be allocated to the operating budget of the appropriate facility, program, or special event in connection with the sponsorship received.

2.0 RESTRICTIONS:

In keeping with the principle that all sponsorship and/or advertising initiatives must be consistent with the city's vision, mission and values, the following restrictions will apply:

- 2.1 The City of Waterloo will not accept sponsorship and/or advertising from companies whose reputation could prove detrimental to the city's public image and/or whose main business is derived from: 1) the production or sale of tobacco, 2) pornography, adult entertainment, or sexual services, 3) the support of or involvement in the production, distribution, and sale of weapons and other harmful products, and 4) religious and/or partisan organizations.
- 2.2 Sponsorships and/or advertising will not be accepted from any party that portrays, promotes, or condones the stereotyping of any group or discrimination as defined in the Ontario Human Rights Code.
- 2.3 Sponsorship and/or advertisements will not be accepted from individuals or corporations currently not in good standing with the municipality (i.e., current



violation of by-law, under litigation, or in arrears). The standing of individuals and corporations will be confirmed through the city's legal services, finance, and protective services divisions.

- 2.4 Sponsorship will not be accepted from corporations that produce beer, wine, or alcohol products in the Ontario marketplace, except for special events where no children under the age of 19 will be admitted, and where the sponsor has demonstrated all requirements of the municipal alcohol policy will be met during the event.

3.0 SPONSORSHIP AND ADVERTISING AGREEMENTS:

- 3.1 All sponsorship agreements must be confirmed in writing and all details must be finalized at the time of signing by authorized representatives of both the City and the sponsor.
- 3.2 All sponsorship agreements shall be reviewed by the City's legal division to ensure protection from risk and compliance to legislation.
- 3.3 All agreements must outline the following:
- the sponsor's contribution and the assessed value of the contribution
 - the obligations of both the sponsor and the city
 - the duration of the sponsorship
 - the dispositions and ownership of any assets resulting from the sponsorship
 - the licensing and use of the city's and sponsor's name, trade and service marks and other intellectual property, and any costs associated with its' licensing or use
 - a cancellation provision and the remedies available to both parties upon cancellation
 - details of the exchange of marketing benefits, including both what the city will receive from the sponsor, and what benefits are to be provided to the sponsor
 - insurance coverage/indemnification clauses



- 4.2 The city is open to receiving unsolicited sponsorship proposals. Sponsorship opportunities and the process for submission are available on the city's website
- 4.3 Unsolicited sponsorship and advertising proposals received by the city will be evaluated by the manager of the relevant business unit and the manager of marketing, as per the provisions of this policy.
- 4.4 The city reserves the right to reject any unsolicited sponsorship proposal that has been offered to the city.
- 4.5 The city, as determined by the director of communications and marketing, reserves the right to terminate an existing sponsorship or advertising agreement should conditions arise that makes it no longer in the best interests of the city.

5.0 RESPONSIBILITIES:

- 5.1 The communication and marketing division is responsible for:
 - general overview of all sponsorship and advertising business for the City of Waterloo;
 - negotiating, and administering sponsorship and/or advertising agreements;
 - asset evaluation and pricing of sponsorships in conjunction with business units;
 - ensuring adherence to all relevant by-laws and policies, appropriate consultation and approval processes, and where applicable, that insurance, indemnification, and necessary permits have been obtained;
 - ensuring advertising relationships abide by the restrictions noted in this policy;



5.2 Directors and/or commissioners are responsible for:

- ensuring staff consults with the manager of marketing prior to developing a sponsorship opportunity (for value greater than \$15,000) to ensure that assets are priced accordingly, there is consistency in pricing strategy and recognition, and to reduce any duplicate approaches to corporate partners
- concept approval of sponsorship projects before sponsors are approached or agreements are made and if the agreement involves more than one business section, approval will be obtained from the directors of each business section involved;
- review of sponsorship agreements which impact any of their business units;
- authorization of sponsorship agreements in accordance with delegated authority;
- ensuring that representatives of the City of Waterloo entering into sponsorships are aware of, and act in accordance, with sponsorship policy and administrative procedures.

5.3 City Council is responsible for:

- all agreements that do not comply with the policy or are for an amount in excess of \$100,000 require approval of Council and that the Mayor and Clerk shall be authorized to sign such agreements approved by Council;
- reviewing and/or approval of all sponsorship/advertising agreements that fall outside the delegated authority of staff, as outlined in section 6.0.

6.0 DELEGATION OF AUTHORITY:

Manager, marketing, with consent from applicable manager(s)/supervisor(s) and/or divisional director(s); and without prior council approval, is authorized to approve sponsorship and advertising agreements up to \$25,000 provided they satisfy all provisions of this policy.



Director, communications and marketing, with consent from applicable divisional director(s) and without prior council approval is authorized to approve sponsorship and advertising agreements up to \$50,000 provided they satisfy all provisions of this policy.

Commissioner, community services, with consent from the chief financial officer and without prior council approval is authorized to approve sponsorship and advertising agreements up to \$100,000 provided they satisfy all the provisions of this policy.

The chief administrative officer (CAO) is authorized to approve sponsorship and/or advertising agreements that are greater than \$100,000. The CAO will determine when it is appropriate to seek the authority of council prior to a sponsorship agreement being signed.

City Council approval is required for any agreement that does not satisfy the provisions of this policy approval.

Notwithstanding the foregoing, the execution of the agreements would be completed by the mayor and clerk.

**Note, during the months of July and August, the mayor and the CAO shall be authorized to jointly approve all such agreements on behalf of council, subject to legal, financial and departmental approval.*

POLICY REVIEW:

The Policy shall undergo a review once every four years, or more often as needed.

COMPLIANCE:

In cases of policy violation, the city may investigate and determine appropriate corrective action.



Corporate Sponsorship Policy

City of Kingston corporate sponsorship policy

Approved by City Council June 22, 2004

A. Purpose:

This policy is intended to articulate the circumstances under which the City of Kingston will enter into corporate sponsorship arrangements and to outline the process for assessing and entering into sponsorship arrangements.

The City of Kingston is a respected public body that delivers a wide range of valued programs and services.

Through sponsorships, private corporations and businesses may see value in associating their name with either the City itself or with one of our programs, services, facilities or initiatives while providing the City of Kingston with a new revenue source.

This policy is intended to provide guidelines that ensure that the goals of the corporate partner and the City are aligned, the public interest is respected and the integrity of municipal programs and services is protected.

B. Scope:

1. Except as otherwise set out, this policy shall apply to all direct business relationships between the Corporation of the City of Kingston and businesses which contribute either financially or in-kind to City programs, services or facilities in return for recognition, public acknowledgement, or other promotional considerations.

2. This policy shall not apply to:

- Instances when the municipality is the sponsor as it is intended to be used when the City is the recipient of a sponsorship



- Instances where the City of Kingston is one of several partners involved in hosting events outside or external organizations receiving funding through the City of Kingston
- Advertising sales
- Funding or gifts in-kind obtained from other levels of governments through normal transfer payments or grant programs
- Sales of expertise, software, property, intellectual property & services, or other more complex public private relationships involving the delivery of direct service
- Fees charged, purchase of service agreements, leasing of property, or similar revenue earned by the municipality
- Bequests, gifts and gifts-in-kind

C. Definitions:

For the purposes of this policy, the following definitions will apply:

Advertising Sales:

The selling or leasing of advertising space on City's printed materials and properties whereby the advertiser is not entitled to any additional benefits beyond access to the space purchased. Advertising is a straightforward purchase of space based on pre-established rates

Corporate Sponsorship:

A mutually beneficial business arrangement or partnership between the municipality and an external company, organization or enterprise wherein the external party contributes funds, goods, or services to a municipal project, service or initiative in return for recognition, acknowledgement, or other promotional consideration.

Donor Recognition:

Refers to the acknowledgement and expression of thanks issued for a sponsorship, the previously agreed upon terms of publicity and/or promotion that suitably reflect the impact of the sponsorship.

Gifts:

Contributions of cash given voluntarily toward an event, project, program or corporate asset as a philanthropic act, for which Charitable Tax receipt may be issued.

Gifts-in-Kind:

Contributions of corporate products and/or other assets without charge or purchase usually in return for published acknowledgement. Official Charitable Tax receipt may be issued based on 'fair market value' or it can be deducted as a business expense.

Volunteers:



The contribution of skills or time through volunteer service does not qualify as a donation as it cannot be deemed property as per the Canadian Income Tax Act.

D. Sponsorship Selection Guidelines

Acceptance of sponsorship will be based on, but not limited to, the following criteria:

1. The sponsorship must:

- Be beneficial for both parties
- Be consistent with the mandate, policies and objectives of the City of Kingston
- Enhance the development, delivery, awareness or continuance of one or more City programs, services, or facilities; or provide for the delivery of programs and services by the community in a manner deemed by the City to be efficient, effective and in the best interests of the community at large.
- Take into consideration the long term implications on staffing and financial resources after the term of the sponsorship agreement has expired
- Must be valued at a level consistent with the recognition or acknowledgement of the corporate partner

Logo and Slogan.

- Must give recognition in a manner designed not to detract from the physical attributes of a location, event, facility and service delivery and adhere to the City's Visual Identity Policy respecting the use of the City
- Be subject to any other applicable approval process mandated by legislation, regulation, bylaw or Council resolution

2. The sponsorship must not:

- Take into consideration the anticipated community impact of the sponsorship, particularly when the corporate partner's products or public image may be deemed sensitive
- Imply endorsement of the company or its products and services and should prohibit corporate partners from making statements which suggest a company's products and services are endorsed by the municipality
- Result in or be perceived as giving any preferential treatment outside of the sponsorship agreement
- Be accepted from individuals or corporations currently not in good standing with the municipality (i.e. currently in violation of a bylaw or under litigation)
- Cause a municipal employee or elected official to receive any product, service or asset for personal use or gain



- Be accepted from any corporations recognized as producing tobacco products
- Be accepted from any corporations recognized as producing beer, wine, or alcohol products except for special events not exclusively or primarily targeted at children or youth and held in facilities that can be licensed under the L.L.B.O.

E. Sponsorship Agreements

1. The agreement will be in the form of a letter (for sponsorships under \$25,000 that do not include any naming rights) or a contract (for those over \$25,000 and/or those involving naming rights). It will outline the following:

- Be accepted from any corporations who in any manner portray, promote or condone stereotyping of any group or discrimination as defined by the Ontario Human Rights Code
- What the sponsor is contributing and what the value of the contribution represents
- The obligations of both the sponsor and the City
- The dispositions and ownership of any assets resulting from the sponsorship
- Responsibility for the maintenance, insurance and taxes of all assets associated with or resulting from the sponsorship
- The duration of the sponsorship
- The licensing and use of the City's and the Sponsor's name, trade and service marks and other intellectual property, and any payment for such licensing and use

F. Process for Soliciting Sponsorships

1. Sponsorship opportunities valued less than \$25,000 may be entered into for up to five consecutive years without a competitive process.

2. Sponsorship opportunities valued between \$25,000 and \$50,000 per year may be entered into for up to five consecutive years without a competitive process in the following circumstances:

- A cancellation provision and the remedies available to both parties upon cancellation
- Where only one suitable sponsor is available.
- Where a particular sponsorship opportunity is the intellectual property of a particular proponent and where it is deemed that this concept would be beneficial to the City of Kingston.



3. Sponsorships opportunities valued between \$25,000 and \$50,000 require a competitive process when it does not meet the circumstances outlined above.
4. Sponsorship opportunities valued at over \$50,000 and the sponsorship opportunity is limited or exclusive always require a competitive process.
5. Sponsorships that are for greater than a five-year term require Council approval

Where the sponsorship opportunity is not exclusive in nature..

G. Sponsorship Approval Process

1. Providing that all provisions of this Policy are met, there are no naming rights involved and provided that the value of the sponsorship is less than the pre-authorized limits set out in the City of Kingston's Purchasing By-law, sponsorship agreements may be executed by City officials: up to \$50,000 by Department Heads.
2. All sponsorship agreements over \$50,000 and/or that involve naming rights must be approved by Council.
3. For tracking purposes, the C.A.O., Finance and Legal Divisions must be notified in writing of all sponsorship arrangements. A tracking system will be established in Finance to facilitate information sharing between staff and to provide annual reports to Council on the volume and type of sponsorships.
4. Any naming rights will be subject to the City of Kingston Naming of Corporate Assets Policy.

Related information

Policy

Commemoration Policy

Donation Policy

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