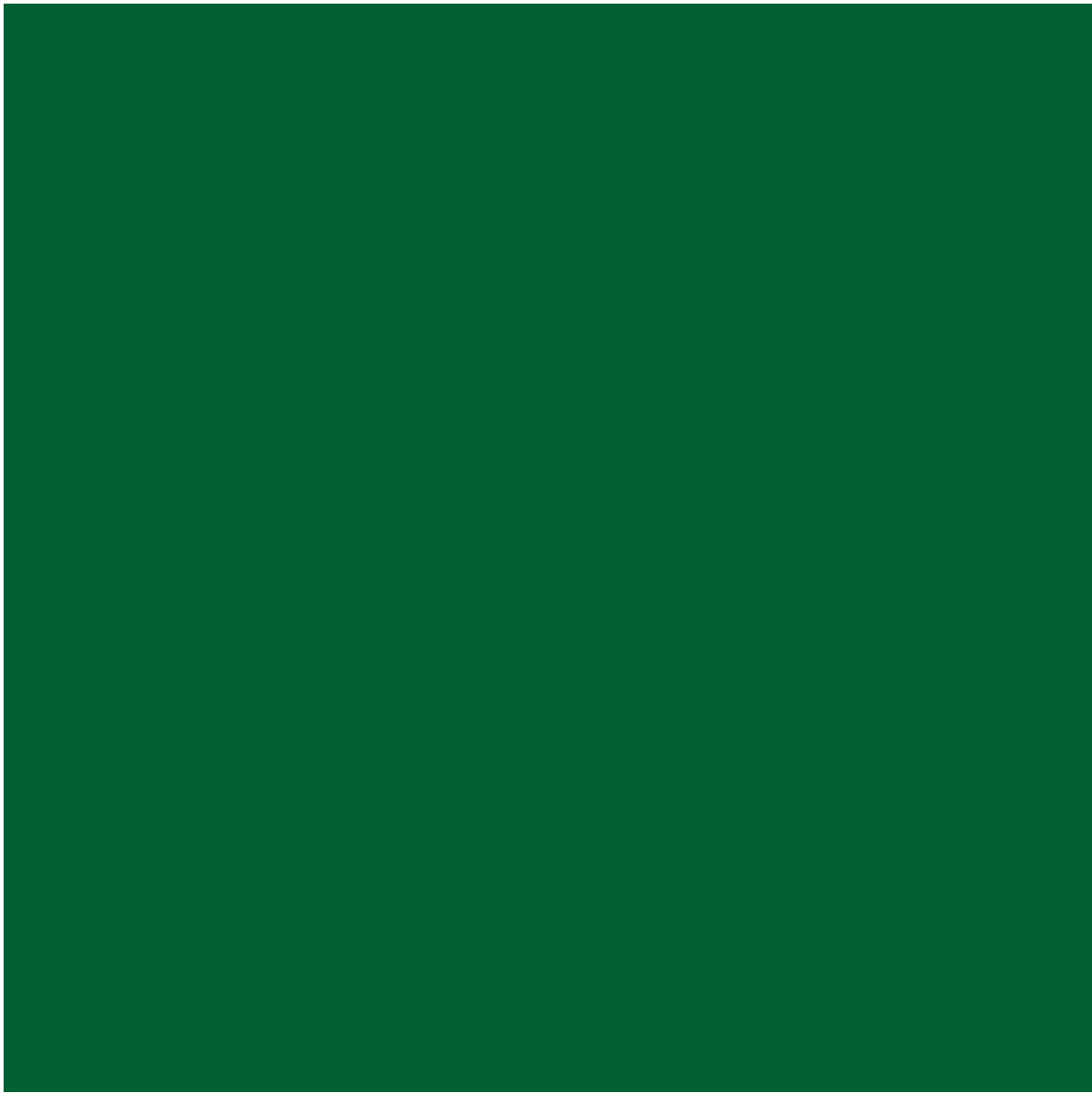


MUNICIPALITY OF GREY HIGHLANDS

# [re]CREATION MASTER PLAN

FINAL DRAFT - JULY 2022





# EXECUTIVE SUMMARY

[greyhighlands.ca](http://greyhighlands.ca)

## MASTER PLAN PURPOSE AND CONTEXT

The 2022 Municipality of Grey Highlands [re]CREATION Master Plan will provide strategic guidance over the next 10 years and help ensure that the Municipality's investment in parks and recreation services and facilities is focused and aligned with community need. The Master Plan will also provide staff and Council with an important point of reference that can inform decision making, priorities and the allocation of finite resources.

## HOW WAS THE MASTER PLAN DEVELOPED?

The Master Plan is the product of significant engagement and research – helping the project team gain a comprehensive understanding of the “current state” of parks and recreation in Grey Highlands and potential future priorities, focus areas and opportunities to address gaps.

Input from the community included:

- 284 responses to a Resident Survey (representing over 500 residents)
- Engagement with representatives from 34 community organizations (undertaken through a combination of virtual discussion sessions and an online stakeholder survey)

*\*Key findings and highlights from research and engagement are summarized throughout this Master Plan document. The detailed findings are available in a separate [background document](#).*

## FUTURE VISION AND GUIDING PRINCIPLES

The Master Plan contains a Vision and Guiding Principles. These foundations provide a philosophical, aspirational basis for parks and recreation service delivery and infrastructure investment.

### RECOMMENDED VISION

**Recreation facilities and municipal parks in Grey Highlands invite residents and visitors to remain physically and socially active and to build community by contributing to the development of great spaces, places, and experiences for everyone.**



### RECOMMENDED GUIDING PRINCIPLES

A STEWARD OF OUTDOOR SPACES AND PLACES	MUNICIPAL-WIDE AND RURAL EMPHASIS	INTERMUNICIPAL AND STAKEHOLDER COLLABORATION	FINANCIAL SUSTAINABILITY	EVERYONE PLAYS



## MASTER PLAN RECOMMENDATIONS

The Master Plan contains a total of 37 recommendations organized into three areas: Indoor Recreation Facility Recommendations (Section 5), Outdoor Recreation and Parkland Recommendations (Section 6), and Service Delivery Recommendations (Section 7). The recommendations are listed as follows.

### INDOOR RECREATION FACILITY RECOMMENDATIONS

#### RECOMMENDED “BIG MOVE” (OVERARCHING RECOMMENDATION IMPACTING

#### ALL TYPES OF RECREATION FACILITY/AMENITY TYPES)

- Focus resources on developing a multi-component sport and recreation complex. As a next step, it is suggested that the Municipality explore interest with the Township or Southgate to jointly undertake a feasibility study for providing a multi-component sport and recreation complex that addresses the long-term recreation facility needs of both municipalities.

#### ARENAS

- Reduce provision of indoor ice surfaces to 2 indoor ice sheets by 2025. Use the findings and recommendations of the Ice Arena Condition and Structural Assessment Studies to identify the ice sheets that should be decommissioned.
- As a long-term strategy, consider an inter-municipal approach to providing replacement ice sheets in partnership with the Township of Southgate. Consolidation of ice sheets to a single site will generate operating efficiencies and completing other recreation facilities that will likely be required by both municipalities to accommodate population growth needs in the next 15-20 years.
- Consider alternative repurposing options for decommissioned indoor ice sheets. There is evidence of demand for indoor field sport activities and pickleball. Repurposing of facilities should only be considered for short- or medium-term provision and should be supported by a project feasibility assessment and business planning.

- Review arena rental rates to ensure adequate revenue is generated to recover a portion of annual operating costs and capital repairs. Gradually increase the rates to an established cost recovery level to optimize revenue generation. Apply consistent rental fees across all the Municipality's arenas and prepare utilization activity performance reports for Council annually.
- Consider tracking and assessing an additional fee for non-resident participants of community sport organizations that utilize municipal indoor ice to increase the financial sustainability ice operations.
- Consider expanding the hours allocated to drop in public skating and add drop-in daytime and evening shinny hockey for older youth and adults.

#### COMMUNITY HALLS

- Maintain the current supply of community halls to support rural and village community-driven cultural, social, educational, and wellness activities.
- Develop a community hall improvement program to engage and involve the residents and community organizations in municipal-led efforts to maintain and renew community hall assets, in accordance with the Municipality determined capital priorities and available resources.
- Carefully monitor utilization of community halls using centralized booking data. Gather additional information at time of booking and track trends related to different types of use and expected attendance/users to understand the impact and benefits of each facility over time.
- Review community hall rental rates to ensure adequate revenue is generated to recover a portion of annual operating costs and capital repairs. Gradually increase the rates to determine a cost recovery level to optimize revenue generation.

#### GYMNASIA

- Consider supporting community organizations to delivery or directly providing community recreation programs for children, youth, and adults at school gymnasiums to satisfy local demand for recreation and sport programming that is not currently provided by community organizations.
- Provide marketing and communications support to community-based sport groups and clubs that offer sport programs in the school gymnasiums.

## FITNESS AND WELLNESS

- Consider providing a municipal-wide serving, dedicated fitness and wellness space that offers member-based fitness and wellness programs and activities and a range of cardio equipment and weights (this amenity could be considered for inclusion in the proposed multi-component sport and recreation complex).
- Assess the feasibility of an adapted reuse of a decommissioned arena ice facility as suitable space for providing a dedicated fitness space and indoor walking circuit/track.
- Consider providing or arranging the delivery of fitness and wellness classes for adults and older adults at accessible community halls and recreation facilities.

## OUTDOOR RECREATION AND PARKLAND RECOMMENDATIONS

### MANAGING THE PARKLAND SUPPLY

- As part of an enhanced parkland policy framework within the Official Plan, adopt the proposed Parkland Classification System. This Classification System should be implemented to guide investment in existing parkland and outdoor recreation assets and inform decision-making around the planning, acquisition, and development of new parkland.
- Maintain an overall supply of Municipal parkland between 4.5 and 5.0 ha. of per 1,000 population to 2031. The Municipality can accommodate a small reduction in the overall supply of parkland after accounting for population growth.
- Prioritize the acquisition and development of neighbourhood-type parks in future residential growth areas in Markdale. Playground development should be a priority in most new park sites.
- Develop future parkland to maintain a service level of a neighbourhood park within a 10-minute walk, or 800 meters of residential areas.
- In collaboration with local and regional public land managers, undertake development of an outdoor recreation strategy and management plan to determine priorities for investment and management actions that balance visitor expectations and conservation interests. This strategy should include guidance on growing and supporting activities like road cycling, mountain biking, Nordic activities, hiking, walking, paddle sports and angling.

## OUTDOOR RECREATION

- Provide or support community provision of 4 Class A diamonds for adults and competitive youth play in Flesherton, Markdale and Badjeros.
- Support the decommissioning of underutilized ball diamonds in rural areas to make space for other recreational activities or facilities.
- Implement a field permit reservation system to track utilization of all municipal ball diamonds.
- Develop a playground replacement program to phase the replacement of aging play equipment based on current lifecycle requirements and municipal asset management practices.
- Establish a playground replacement fund as part of the annual budget to address planned requirements noted in the playground replacement program.
- Ensure future playground equipment and sites are accessible and appeal to young and older children.
- Require a new playground to be provided in a future neighbourhood park in Markdale and other new residential communities.
- Replace the existing hard surface at Eugenia Park and investigate the reuse of the concrete pad at Feversham Memorial Park as multi-use sport courts.
- Paint lines for specific court sports based on interest from organized, community-based sport groups (i.e., pickleball lines, basketball lines)
- Develop an outdoor rink program to support volunteer-led ice rinks in appropriate park sites.
- Provide a multi-use sport court design configuration to support summer and winter court/pad activities when replacing existing courts or when developing new community park. Options for community fundraising, operations, lighting, open-air roof shelter and support amenities may be considered.
- The Municipality does not currently provide dedicated, sport specific courts (i.e., tennis, basketball or pickleball). Dedicated court facilities should be considered for provision only in response to member-player based demand for an organized group. There may be future interest in provision of dedicated outdoor pickleball facilities. Private lands (used for golf/tennis) or school board sites should be considered.

*\*A number of other recommendations are also provided later in this section for other types of value added and specialized recreation amenities and features.*

## RECOMMENDATIONS FOR THE ARMSTRONG CREEK PARKLAND PARCELS

- Undertake a Park Development and Management Plan for the Armstrong Creek connected parkland parcels in Markdale to guide park development investment and trails that further restore ecosystem services.

## SERVICE DELIVERY RECOMMENDATIONS

- Undertake a Service Review to match master plan and operational adjustments to recreation service levels with available resources.
- Apply the suggested Recreation Program Classification Model to develop and deliver Essential Recreation programs to residents, possibly through a Municipally supported partnership with community-based organizations.
- Undertake a review of user fees to optimize revenue generation for all Municipally owned recreation facilities.

## NEXT STEPS AND IMPLEMENTATION

Section 8 of the Master Plan identifies timing, order of magnitude resource requirements and potential funding sources/approaches for each of the recommendations provided. As a next step, staff will need to work with the various partners and stakeholders across the region to action the recommendations and further refine implementation steps and timing.



Eugenia Beach



Kinsmen Park

# TABLE OF CONTENTS

<b>1</b>	<b>Introduction</b>	<b>1</b>	<b>5</b>	<b>Indoor Recreation Facility Recommendations</b>	<b>12</b>
	Purpose of the Master Plan	1		Context on the Current Indoor Facility Supply	12
<b>2</b>	<b>Project Scope and Parameters</b>	<b>2</b>		The Big Move: Focus resources on developing a multi-component sport and recreation complex.	13
	Project Process Overview	2		Facility / Amenity Recommendations	16
	Planning Area and Scope	4	<b>6</b>	<b>Outdoor Recreation and Parkland Recommendations</b>	<b>25</b>
<b>3</b>	<b>Community Engagement and Research Summary</b>	<b>6</b>		Context on the Current Parkland Supply	25
	Community Input	6		System-Wide and Facility / Amenity Recommendations	28
	Key Themes: Community Engagement Findings	7		Managing the Parkland Supply	28
	Key Themes: Research and Analysis	8		Outdoor Recreation Facility Recommendations	32
	Recommended Vision	9		Context	45
<b>4</b>	<b>Future Vision and Guiding Principles</b>	<b>9</b>	<b>7</b>	<b>Service Delivery Recommendations</b>	<b>45</b>
	Recommended Guiding Principles	10		Service Delivery Recommendations	48
			<b>8</b>	<b>Implementation and Phasing</b>	<b>52</b>





## SECTION 1: INTRODUCTION

*Hogg's Falls*

### PURPOSE OF THE MASTER PLAN

The Master Plan charts out the next ten years for parks and recreation services and facilities in Grey Highlands. The Plan outlines how Grey Highlands residents will connect to Municipally-provided parks, sport and recreation facilities and services. The Plan reflects interests and insights of residents and stakeholders gathered from public engagement activities during the planning process.

The Master Plan is guided by the Municipality's Strategic Plan which is shaped by a vision to be Canada's most inspired and well-managed rural community with a focus on Considerate Communities, Healthy Lifestyles, Respected Environments, Strong Governance and a Vibrant Economy. An optimized recreation and parks system features prominently across many of the priorities in the Municipal Strategic Plan.

Practically, the Master Plan offers guidance for delivering recreation services and programs for residents. This work may include optimizing partnerships with other organizations, optimizing facility footprints, eliminating duplication of services, maximizing, and ensuring resources are used effectively, with the aim to provide one-stop access points in the community for residents.

Approval of the Recreation Master Plan demonstrates support in principle for the general directions and recommendations. Most recommendations, however, require further detailed study by staff before they advance through a decision-making process to Council.



## SECTION 2:

# PROJECT SCOPE AND PARAMETERS

*Feversham Arena*

## PROJECT PROCESS OVERVIEW

The work plan used to develop the Master Plan was organized into four overall phases. Phases 1 - 3 involved learning about recreation in Grey Highlands through research and engagement. This information was then translated into the draft and final Master Plan documents (Phase 4).

Residents and stakeholders participated in engagement activities as part of the development of the Master Plan.

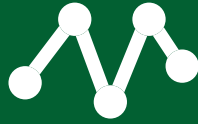




## PHASE ONE

Data & Information  
Assembly

- Start-up Meeting
- Reports & GIS Data
- Engagement Planning



## PHASE TWO

Analysis

- Community Research
- Planning & Policy Review
- Benefits & Trends
- Inventory & Utilization
- Spatial Distribution
- Service Delivery Review



## PHASE THREE

Engagement

- Site Visits
- Resident Survey
- Stakeholder Group Survey
- Stakeholder Interviews



## PHASE FOUR

Master Plan

- Draft Master Plan
- Final Master Plan

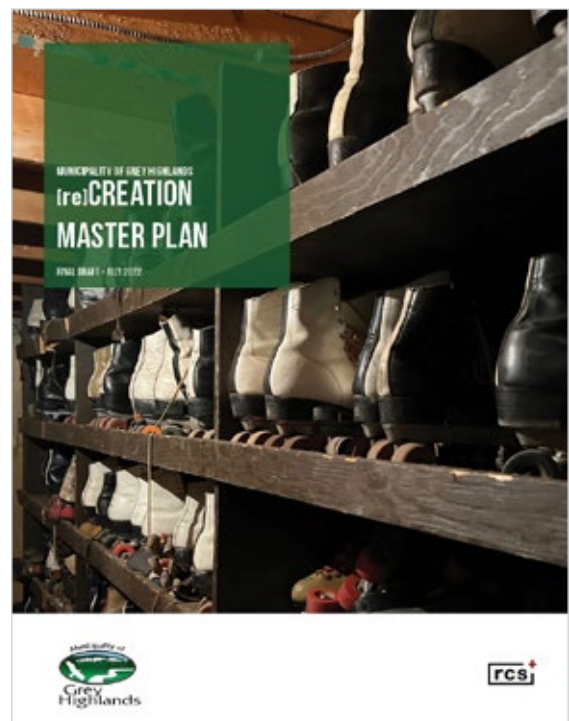


**DELIVERABLE: WORKING PAPER PRESENTED TO COMMITTEE  
OF THE WHOLE ON MARCH 23, 2022.**



**DELIVERABLE:  
MASTER PLAN**

### THE PROJECT DOCUMENTS





## PLANNING AREA AND SCOPE

The Municipality of Grey Highlands covers 882 square kilometers in the southeast corner of Grey County. The area's natural landscape provides many opportunities for outdoor recreation including waterfalls, the Bruce Trail, the Osprey Bluffs, the Saugeen, Boyne and Beaver Rivers, and Lake Eugenia.

Agriculture is the dominant use of rural land in the Municipality. The main population areas – the towns, villages and hamlets that generate the social pulse of community life across the Municipality include: Badjeros, Ceylon, Eugenia, Feversham, Flesherton, Kimberley, Markdale, Maxwell, Priceville, and Rocklyn.

Larger regional centres offering a range of retail, commercial and government services (including recreation) that residents may frequent include Owen Sound and Collingwood to the North and Orangeville to the South. The Town of Hanover is the closest larger town to the west of Grey Highlands. All these municipalities provide indoor aquatics facilities and a mix of public and commercially operated fitness and wellness facilities.

There are three school boards that service Grey Highlands but only Bluewater District School Board operates schools within the Municipality. The Bruce Grey Catholic District School Board, and the Conseil Scolaire Catholique Providence School Board service the area. Additionally, there is one private school, Headwaters Academy. Grey Highlands Secondary School is the only high school in the Municipality, while there are three elementary schools

The Master Plan guides future investments in the delivery of recreation and parks and related facilities within the jurisdiction of the Municipality of Grey Highlands. While the Master Plan will consider the regional context and the provision of recreation and parks amenities owned by school boards, conservation authorities, not-for-profits and commercial business within Grey Highlands, the primary focus of the strategic direction and recommendations contained in the Plan respect the existing roles and responsibilities of the Municipality.





## GREY HIGHLANDS COMMUNITIES AND PARKS

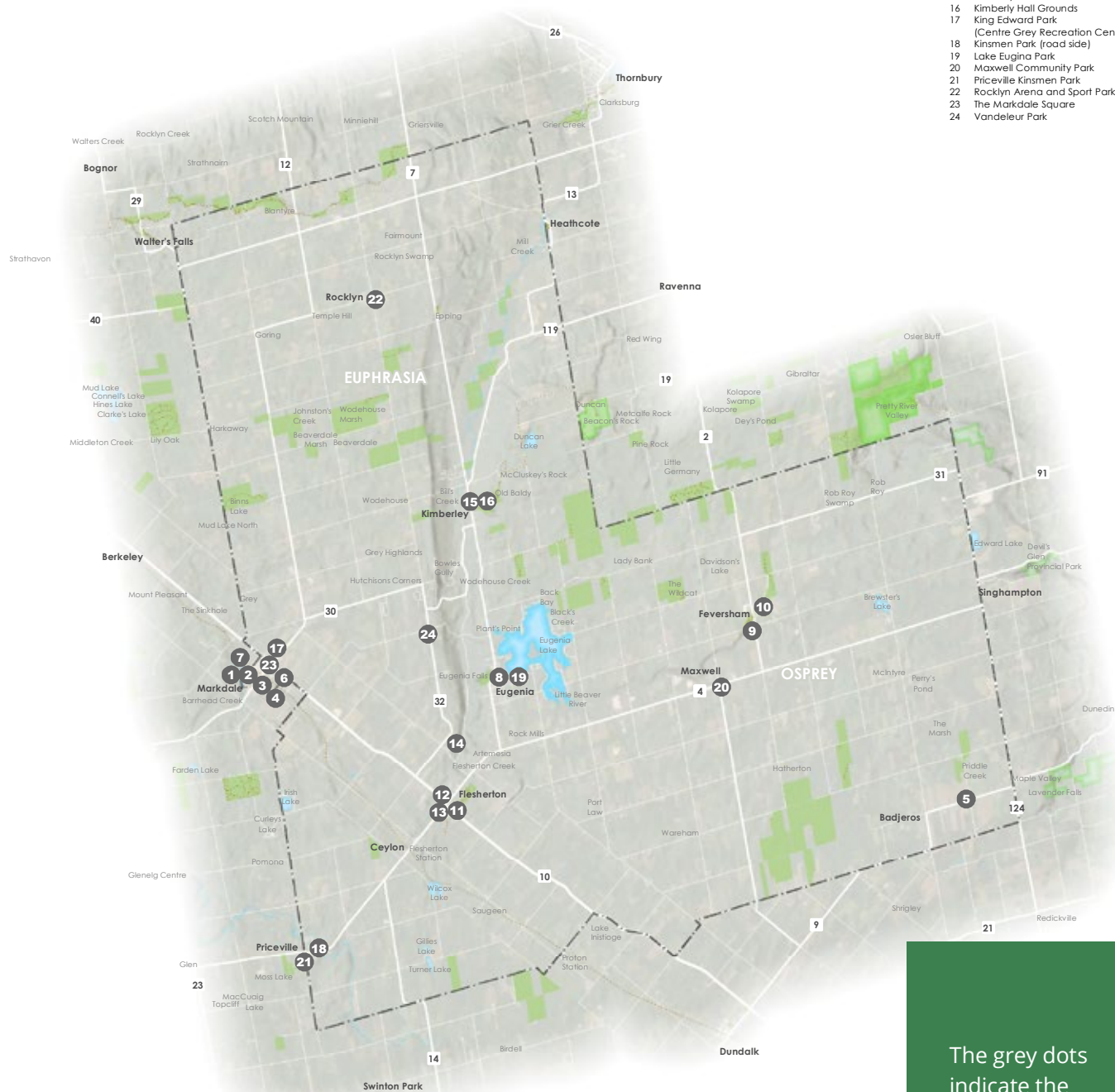
### Base Features:

- Study Area
- Waterbody
- Provincial Park
- Open Space
- Road
- Hiking

### Project Features:

- Park Location

- | No. | Park Name                         |
|-----|-----------------------------------|
| 1   | Armstrong Creek A                 |
| 2   | Armstrong Creek B / Rotary Park   |
| 3   | Armstrong Creek C                 |
| 4   | Armstrong Creek D                 |
| 5   | Badjeros Athletic Park            |
| 6   | Burnside Parkette                 |
| 7   | Chapmans Soccer Field             |
| 8   | Eugenia Park                      |
| 9   | Feversham Arena                   |
| 10  | Feversham Park                    |
| 11  | Fesherton Arena and Sport Park    |
| 12  | Fesherton Memorial Park           |
| 13  | Fesherton Pond day use site       |
| 14  | Hogg's Fall Provincial Crown Land |
| 15  | Kimberly Hall                     |
| 16  | Kimberly Hall Grounds             |
| 17  | King Edward Park                  |
| 18  | (Centre Grey Recreation Centre)   |
| 19  | Kinsmen Park (road side)          |
| 20  | Lake Eugina Park                  |
| 21  | Maxwell Community Park            |
| 22  | Priceville Kinsmen Park           |
| 23  | Rocklyn Arena and Sport Park      |
| 24  | The Markdale Square               |
| 25  | Vandeleur Park                    |



The grey dots indicate the locations of existing parks in Grey Highlands.

## SECTION 3:

# COMMUNITY ENGAGEMENT AND RESEARCH SUMMARY

Feversham Park

## COMMUNITY INPUT

### ENGAGEMENT BY THE NUMBERS



**284**

Resident Surveys



**34**

Representatives  
from Community  
Organizations



**13**

Virtual Discussion  
Sessions



**21**

Online Stakeholder  
Surveys

### ENGAGEMENT PURPOSE AND METHODS OVERVIEW

- The online survey gathered insight from individuals and households about their leisure habits, preferences, interests, and future expectations.
- The stakeholder and user group questionnaires focused on gathering input and ideas about the current needs and future aspirations of organizations involved in the delivery of community recreation, sport, and social activities.
- Virtual discussions informed understanding of each organization's purpose, current programs offered, perspectives of challenges, opportunities, and future priorities.

Opportunities to engage in the process were promoted through the Municipality's website and social media channels, newsletters, and direct contact with representatives of community organizations.





## KEY THEMES: COMMUNITY ENGAGEMENT FINDINGS



Residents of Grey Highlands are motivated to participate in parks and recreation by their desire for physical and mental health and to be social.



Residents agree that parks and recreation are important to the quality of life of all residents of Grey Highlands.



The COVID-19 Pandemic has had an impact on recreation participation within organizations and for individuals. Residents indicated that they spend more time in parks and on local trails. Comments from community outdoor groups reiterated the noticeable increase in use and want to advocate for more maintenance and parking at trail heads.



Nature and conservation areas were the most visited outdoor amenity spaces by residents and most residents indicated that they were satisfied with the trails network in Grey Highlands.



Satisfaction levels with current service offerings are highest for outdoor space provision (parks and trails) and lower for recreation and related programming. Results suggest that demand exists for more fitness, wellness and active living programming.



Residents believe that it is important to maintain and reinvest in community halls and social gathering spaces, as well as arenas.



Residents are interested in spontaneous use and flexible recreation and parks opportunities. There is interest in opportunities that allow for informal gatherings like public events and drop-in skating.



Community organizations desire more opportunities to collaborate amongst other recreation providers and the Municipality. Some agree that there should be a mechanism to support enhanced information sharing regarding recreation programming across the Municipality.



Most community organizations in Grey Highlands expect their participation/membership to grow over the next decade.

## KEY THEMES: RESEARCH AND ANALYSIS

-  There is approximately 5.91 ha. of parkland per 1,000 residents in Grey Highlands. This quantity of park space will be sufficient to manage anticipated population growth.
-  Opportunities exist to create more consistency and structure with how parkland is planned and managed.
-  Available data and benchmarking indicators suggest that there is abundant indoor arena ice supply in Grey Highlands. While current arenas are valued and important to the vibrancy of the communities in which they exist, the aging condition and relative lack of utilization of these facilities will require decisions to be made on whether significant capital reinvestment is justified.
-  Community hall utilization varies from facility to facility and is generally aligned with the specific needs and dynamics of nearby communities.
-  Fitness and wellness programming is limited in Grey Highlands and largely dependent upon community organizations and the existence of private and contracted instructors. The lack of daytime access to gymnasium space also likely impacts opportunities and access.
-  Gymnasium availability is limited by school use hours and the school year.





## SECTION 4:

# FUTURE VISION AND GUIDING PRINCIPLES

*Daria Obymaha*

## RECOMMENDED VISION






The Vision for the Master Plan is a reflection of the Plan's aspirations for the role that recreation and parks play in the development of a healthy, active community.

**Recreation facilities and municipal parks in Grey Highlands invite residents and visitors to remain physically and socially active and to build community by contributing to the development of great spaces, places, and experiences for everyone.**



# RECOMMENDED GUIDING PRINCIPLES

The following Guiding Principles reflect key, forward looking foundations for the Municipality’s investment in parks and recreation and should be used as ongoing reference points to guide decision making and assess success. The recommendations provided in Sections 5 - 7 of the Master Plan have been developed to help achieve these Guiding Principles.

 <p><b>A STEWARD OF OUTDOOR SPACES AND PLACES</b></p>	 <p><b>MUNICIPAL-WIDE AND RURAL EMPHASIS</b></p>	 <p><b>INTERMUNICIPAL AND STAKEHOLDER COLLABORATION</b></p>	 <p><b>FINANCIAL SUSTAINABILITY</b></p>	 <p><b>EVERYONE PLAYS</b></p>
<p>The Municipality will steward the development of outdoor recreation opportunities for residents and visitors by coordinating planning and investment in municipal parks and other public open spaces, trails, and roads to offer high quality outdoor recreation experiences.</p>	<p>The Municipality will balance providing localized recreation opportunities with the practical realities of having to make decisions on how to best renew and provide major recreation infrastructure. These decisions will be based on aligning available resources with achieving maximum public benefit.</p>	<p>The Municipality will strengthen partnerships with health-focussed stakeholders, school boards, community organizations and adjacent municipalities in planning, development and operations of major recreation, sport and wellness facilities that may be provided in the future.</p>	<p>The Municipality will ensure the financial sustainability of the public recreation system. Future directions should embrace new models and practices for delivering recreation and parks services to residents. The provision of facilities and services are operated and maintained efficiently and to defined levels or standards.</p>	<p>The Municipality will strive to provide equitable access to recreation experiences. This means providing essential recreation programs that brings public benefit to as many residents as possible, especially when there are no or limited alternative providers. It also means ensuring that the Municipality’s facilities support a wide range of sport and recreational activities.</p>



## OVERVIEW OF THE FOLLOWING SECTIONS

The following sections of the Master Plan provide strategic, forward-looking guidance for parks and recreation in Grey Highlands. This guidance is based on the research and analysis and organized into three sections:



Indoor Recreation Facilities Recommendations (Section 5)



Outdoor Recreation and Parkland Recommendations (Section 6)



The Service Delivery Model (Section 7)



## SECTION 5:

# INDOOR RECREATION FACILITY RECOMMENDATIONS

Stothart Hall

## CONTEXT ON THE CURRENT INDOOR FACILITY SUPPLY

Grey Highlands has a number of valued and longstanding indoor recreation facilities and amenities. However, this infrastructure is aging and decision making and limited resources will need to be directed towards facilities and amenities that are financially sustainable and maximize public benefit.

### OVERVIEW OF INDOOR RECREATION FACILITIES IN GREY HIGHLANDS

Facility / Amenity Type	#
Ice Arenas	4
Community Halls	7
Fitness and Wellness Studios	0 *The Markdale Community Health Centre has a small fitness space that is equipped with donated equipment and limited public access
Gymnasiums	4 *All at school sites with after school hours community use / access



# THE BIG MOVE: FOCUS RESOURCES ON DEVELOPING A MULTI-COMPONENT SPORT AND RECREATION COMPLEX.

Future population growth, replacement of aging infrastructure, broadening sport and recreation interests, financial sustainability, and economic development are key factors underpinning a recommended long-term goal and strategy to provide a multi-component sport and recreation complex that serves the Municipality. A project of this scale and complexity may seem aspirational at this time but it is the most likely cost-effective solution for delivering modern recreation and sport facilities that future generations of residents will need.

Pursuing this strategy changes the opportunity-cost considerations of planning for and investing in existing facilities – their remaining life may be shorter and timed to end if a new facility is opened. Necessary maintenance and repairs are likely required but significant and costly renewal projects may well be avoided. Excitement and attention migrate to the possibilities and opportunities that a new facility will provide the Municipality.

Grey Highlands is unlikely to be alone. Adjacent municipalities with legacy recreation infrastructure will be exploring new opportunities to renew and replace their assets with new offerings and the high capital cost of doing so will tease out new approaches for delivering projects through municipal-school board partnerships, inter-municipal partnerships, municipal-not-for profit partnerships and public-private partnerships. Given the rate of projected population growth in the Township of Southgate and along the Highway 10 corridor north through Flesherton and Markdale, efforts should be made to explore development of a project that satisfies the long-term recreation facility needs of both municipalities.

A multi-component facility that serves a larger area may support the provision of certain indoor facilities that are not typically financially sustainable to provide in municipalities with smaller populations. An indoor aquatics facility or outdoor/indoor artificial turf typically, for example requires a minimum service population of 25,000-30,000.

A project of this nature requires long term planning over many years. Partnerships agreements are typical, feasibility studies are required, sites must be evaluated, selected, and acquired, and the facility must be designed. These tasks often satisfy the 'shovel-ready' requirements for the project to be eligible for infrastructure grants and financing.

Based on evidence of interest confirmed through consultation with community stakeholders and the public survey, potential components of multi-component sport and recreation complex servicing a population of 25,000 to 30,000 to be considered in a feasibility study include:

- Indoor arena ice
- Indoor multi-sport field house and walking track
- Gymnasium space
- Fitness and wellness space
- Outdoor playing fields (artificial or natural turf)
- Multipurpose pads (ball sports/winter ice) and dedicated courts (i.e., pickleball courts)

Provision of a multi-complex sport and recreation facility by 2040 would be a significant departure from the current recreation delivery system in Grey Highlands. The recommendations in the Master Plan are focused on a shorter horizon of 10 years; depending on future opportunities, however, some recommendations may require recalibration if a multi-complex sport and recreation facility is pursued earlier.

Recreation programs and services would likely be provided directly by recreation staff at this facility and there is potential for a considerably broader range of indoor and outdoor seasonal activities to be enjoyed by residents, albeit from a single location that most residents would need to travel to. Recommendations in this Master Plan aim to strengthen the continued provision of community spaces and community-provided programs and spaces within rural areas and villages.



#### NEXT STEPS:

- Explore interest with the Township or Southgate to jointly undertake a feasibility study for providing a multi-component sport and recreation complex that addresses the long-term recreation facility needs of both municipalities.

# SUMMARY OF ADDITIONAL INDOOR FACILITY RECOMMENDATIONS

*\*Additional detail and rationale on each recommendation is provided later in this section.*

## ARENAS

- Reduce provision of indoor ice surfaces to 2 indoor ice sheets by 2025. Use the findings and recommendations of the Ice Arena Condition and Structural Assessment Studies to identify the ice sheets that should be decommissioned.
- As a long-term strategy, consider an inter-municipal approach to providing replacement ice sheets in partnership with the Township of Southgate. Consolidation of ice sheets to a single site will generate operating efficiencies and completing other recreation facilities will likely be required by both municipalities to accommodate population growth needs in the next 15-20 years.
- Consider alternative repurposing options for decommissioned indoor ice sheets. There is evidence of demand for indoor field sport activities and pickleball. Repurposing of facilities should only be considered for short- or medium-term provision and should be supported by a project feasibility assessment and business plan.
- Review arena rental rates to ensure adequate revenue is generated to recover a portion of annual operating costs and capital repairs. Gradually increase the rates to a determine cost recovery level to optimize revenue generation. Apply consistent rental fees across all the Municipality's arenas and prepare utilization activity performance reports for Council annually.
- Consider tracking and assessing an additional fee for non-resident participants of community sport organizations that utilize municipal indoor ice to increase the financial sustainability ice operations.
- Consider expanding the hours allocated to drop in public skating and add drop-in daytime and evening shinny hockey for older youth and adults.

## COMMUNITY HALLS

- Maintain the current supply of community halls to support rural and village community-driven cultural, social, educational, and wellness activities.

- Develop a community hall improvement program to engage and involve the residents and community organizations in municipal-led efforts to maintain and renew community hall assets, in accordance with the municipality determined capital priorities and available resources.
- Carefully monitor utilization of community halls using centralized booking data. Gather additional information at time of booking and track trends related to different types of use and expected attendance/users to understand the impact and benefits of each facility over time.
- Review community hall rental rates to ensure adequate revenue is generated to recover a portion of annual operating costs and capital repairs. Gradually increase the rates to determine a cost recovery level to optimize revenue generation.

## GYMNASIA

- Consider supporting community organizations to delivery or directly providing community recreation programs for children, youth, and adults at school gymnasiums to satisfy local demand for recreation and sport programming that is not currently provided by community organizations.
- Provide marketing and communications support to community-based sport groups and clubs that offer sport programs in the school gymnasiums.

## FITNESS AND WELLNESS

- Consider providing a municipal-wide serving, dedicated fitness and well space that offers member-based fitness and wellness programs and activities and a range of cardio equipment and weights (this amenity could be considered for inclusion in the proposed multi-component sport and recreation complex).
- Assess the feasibility of an adapted reuse of a decommissioned arena ice facility as suitable space for providing a dedicated fitness space and indoor walking circuit/track.
- Consider providing or arranging the delivery of fitness and wellness classes for adults and older adults at accessible community halls and recreation facilities.

# FACILITY / AMENITY RECOMMENDATIONS

Provided as follows is additional detail and rationale on the recommendations summarized earlier in this section.

## ARENAS

### OVERVIEW

The Municipality of Grey Highlands has 4 arenas, each located in different settlement areas and constructed before the Municipality was created in 2001. A number of inconsistencies exist within the arena inventory, including rates and fees, annual ice start-up/removal dates, staffing requirements, and maintenance needs. The Municipality will be undertaking building condition and structural assessments of all 4 arenas to clarify future capital requirements and the estimated remaining lifecycle of each facility.





## KEY RESEARCH AND ENGAGEMENT FINDINGS

Service Level & Current Condition	Utilization	Household Resident Survey Findings	Stakeholder Engagement & Trends
<ul style="list-style-type: none"> <li>There are 4 arenas in Grey Highlands:               <ul style="list-style-type: none"> <li>» Centre Grey Recreation Complex (Markdale) Arena</li> <li>» Flesherton Arena</li> <li>» Osprey Arena</li> <li>» Rocklyn Arena</li> </ul> </li> <li>Rental rates in Grey Highlands are inconsistent across the community and fall slightly below the average of comparator communities (average prime resident adult rental rate: \$154.20/hour).</li> <li>The asset management summaries updated by the Municipality in 2012 indicated that Osprey and Rocklyn arena were in poor condition. These arenas will likely require extensive infrastructure reinvestment to continue operation of their ice plants in the future.</li> <li><b>Provision:</b> 1 arena for every 2,655 residents               <ul style="list-style-type: none"> <li>» For comparison purposes, the average provision for comparator communities is 1 ice arena for every 9,599 residents</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Review of available utilization data suggests that significant capacity exists within the arena inventory and demand levels are below what is normally seen at ice arena facilities (prime time utilization ranged between 37 - 73% during the 2019/20 ice season).</li> <li>There are approximately 300 - 400 minor hockey participants in the area along with a handful of adult recreational teams.</li> </ul>	<ul style="list-style-type: none"> <li>When survey respondents were asked about their regular (daily or weekly) visitation of amenities and facilities in Grey Highlands, 36% of respondents visit the Flesherton Arena, 20% visit the Markdale Arena, 18% visit the Osprey Arena, and 7% visit the Rocklyn Arena.</li> <li>32% of household public survey respondents indicated that they play hockey, and 41% indicated that they participate in ice skating on a drop-in or casual basis regularly.</li> </ul>	<ul style="list-style-type: none"> <li>Some ice user groups expressed felt that decision making and communication around ice time rentals has been unclear and that ice operating seasons are frustrating for clubs (can make registration and other aspects of program planning challenging).</li> <li>The pandemic has had a significant impact on many ice user groups and uncertainty exists as to whether participation numbers will bounce back.</li> <li>Some stakeholders suggested that more learn to skate programs and public skating opportunities, could lead to an increase participation in on ice sports later on.</li> <li>South Grey Minor Hockey committed to using 50% of their ice in Flesherton as part of their amalgamation agreement with Dundalk Minor Hockey.</li> <li>Throughout the stakeholder discussion with community organizations and sport groups. Some support exists for converting an arena for a dry-floor programming space.</li> <li>Youth preferences have been shifting towards individual pursuits and unstructured sporting activities.</li> </ul>

## ARENA RECOMMENDATIONS

- Reduce provision of indoor ice surfaces to 2 indoor ice sheets by 2025. Use the findings and recommendations of the Ice Arena Condition and Structural Assessment Studies to identify the ice sheets that should be decommissioned.
- As a long-term strategy, consider an inter-municipal approach to providing replacement ice sheets in partnership with the Township of Southgate. Consolidation of ice sheets to a single site will generate operating efficiencies and completing other recreation facilities will likely be required by both municipalities to accommodate population growth needs in the next 15-20 years.
- Consider alternative repurposing options for decommissioned indoor ice sheets. There is evidence of demand for indoor field sport activities and pickleball. Repurposing of facilities should only be considered for short- or medium-term provision and should be supported by a project feasibility assessment and business plan.
- Review arena rental rates to ensure adequate revenue is generated to recover a portion of annual operating costs and capital repairs. Gradually increase the rates to a determine cost recovery level to optimize revenue generation. Apply consistent rental fees across all the Municipality's arenas and prepare utilization activity performance reports for Council annually.
- Consider tracking and assessing an additional fee for non-resident participants of community sport organizations that utilize municipal indoor ice to increase the financial sustainability ice operations.
- Consider expanding the hours allocated to drop in public skating and add drop-in daytime and evening shinny hockey for older youth and adults.

# COMMUNITY HALLS

## OVERVIEW

There are seven community halls in Grey Highlands. Six of these facilities are operated and maintained by the Municipality. (Maxwell Community Centre Hall is Municipally owned but operated by the Maxwell Community Hall Board through a Memorandum of Understanding.)

Most of the Community Halls have a moderate overall level of use and residents have ample access to book private events and family functions. A few of the halls also regularly host annual and longstanding community events. Overall, hall use and demand has evolved over the past number of decades.



## KEY RESEARCH AND ENGAGEMENT FINDINGS

Service Level & Current Condition	Utilization	Household Resident Survey Findings	Stakeholder Engagement & Trends
<ul style="list-style-type: none"><li>• There are 7 Community Halls located in Grey Highlands.<ul style="list-style-type: none"><li>» Flesherton Kinxplex</li><li>» Kimberley Hall</li><li>» Rocklyn Arena Hall</li><li>» Centre Grey (Markdale) Arena Hall</li><li>» Osprey Arena Hall</li><li>» Stothart Hall</li><li>» Maxwell Community Centre (operated separately)</li></ul></li><li>• <b>Provision:</b> 1 hall for every 1,517 residents</li></ul>	<ul style="list-style-type: none"><li>• Volunteer and Municipal staff capacity has an impact on the capacity of halls.</li><li>• Community Halls provide event and meeting room spaces for community organizations in rural settlement areas that they may not be able to acquire elsewhere.</li></ul>	<ul style="list-style-type: none"><li>• Respondents indicated that the Flesherton Kinxplex is the most utilized Community Hall with 69% of respondents indicating that they visited the hall at least a few times a year.</li><li>• The Centre Grey (Markdale) Arena Hall was the second most utilized with 52% of respondents indicating some annual use.</li><li>• 48% visited Osprey at least a few times annually.</li><li>• 61% of respondents would like to see community halls and social gathering spaces enhanced.</li></ul>	<ul style="list-style-type: none"><li>• The community values halls and stakeholders were keen to reference examples of volunteer-based programs that they were proud (examples mentioned by multiple stakeholders include: community garden behind community hall at Kimberley, playground equipment outside of halls (various sites) that they had fundraised for).</li><li>• Stakeholders identified the need to upgrade the accessibility at most halls.</li><li>• Volunteer engagement and capacity various from hall to hall.</li></ul>



## COMMUNITY HALL RECOMMENDATIONS

- Maintain the current supply of community halls to support rural and village community-driven cultural, social, educational, and wellness activities.
- Develop a community hall improvement program to engage and involve the residents and community organizations in municipal-led efforts to maintain and renew community hall assets, in accordance with the municipality determined capital priorities and available resources.
- Carefully monitor utilization of community halls using centralized booking data. Gather additional information at time of booking and track trends related to different types of use and expected attendance/users to understand the impact and benefits of each facility over time.
- Review community hall rental rates to ensure adequate revenue is generated to recover a portion of annual operating costs and capital repairs. Gradually increase the rates to determine a cost recovery level to optimize revenue generation.



Kimberley Hall



# GYMNASIA

## OVERVIEW

Community use of school gymnasiums is organized through the district school board; all 4 school gymnasiums are provided by Bluewater District School Board. The Municipality does not currently utilize gymnasiums to provide community recreation programs; community-based sport organizations provide a cross-section of youth and adult oriented sports from these facilities, especially during the winter.



## KEY RESEARCH AND ENGAGEMENT FINDINGS

Service Level & Current Condition	Utilization	Household Resident Survey Findings	Stakeholder Engagement & Trends
<ul style="list-style-type: none"> <li>There are four schools: <ul style="list-style-type: none"> <li>» Beavercrest Community School</li> <li>» Macphail Elementary School</li> <li>» Osprey Central School</li> <li>» Grey Highlands Secondary School</li> </ul> </li> <li><b>Provision:</b> 1 school gym for every 2,655 residents</li> </ul>	<ul style="list-style-type: none"> <li>Utilization of school gymnasiums is at the discretion of the district school board, which has been challenging for user groups to access during the pandemic.</li> <li>Gymnasium access to the community is after hours only during the school year.</li> <li>Current utilization appears to reflect community interests and needs, as well as the capacity of volunteers and organizations. Regular school gymnasium user groups include: <ul style="list-style-type: none"> <li>» Markdale Arts for Youth</li> <li>» Kings Kids</li> <li>» McPhail Kids Club</li> <li>» Badminton for Adults</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>33% of respondents indicated that they visited a school gymnasium in Grey Highlands at least a few times a year.</li> <li>36% of respondents believe that more gymnasiums should be developed, while 23% believe that existing gymnasiums should be enhanced.</li> </ul>	<ul style="list-style-type: none"> <li>The Ministry of Education supports the use of Ontario's schools as community hubs. Funding is provided to all school boards so they can make space more affordable for use after hours.</li> <li>Stakeholders had the perception that community use of school gymnasiums has decreased.</li> <li>Stakeholders that utilize the gymnasium appreciate the centralized online booking process.</li> </ul>



## GYMNASIA RECOMMENDATIONS

- Consider supporting community organizations to delivery or directly providing community recreation programs for children, youth, and adults at school gymnasiums to satisfy local demand for recreation and sport programming that is not currently provided by community organizations.
- Provide marketing and communications support to community-based sport groups and clubs that offer sport programs in the school gymnasiums.

# FITNESS AND WELLNESS FACILITIES

## OVERVIEW

There are no Municipally owned and publicly accessible fitness and wellness facilities or studios in Grey Highlands. The Markdale Community Health Centre has a small fitness space that is equipped with donated equipment, however this space is available only 7 hours a day during regular business hours, making it unavailable to many residents who work during the day. The private fitness offerings in the area fluctuate and are generally limited.



## KEY RESEARCH AND ENGAGEMENT FINDINGS

Service Level & Current Condition	Utilization	Household Resident Survey Findings	Stakeholder Engagement & Trends
<ul style="list-style-type: none"><li>The Markdale Community Health Centre offers some fitness equipment</li></ul>	<ul style="list-style-type: none"><li>The Markdale Community Health Centre allows access to their fitness equipment from 9:00AM – 4:00 PM, Monday – Friday.</li><li>The Health Centre is mostly utilized by older adults.</li></ul>	<ul style="list-style-type: none"><li>52% of respondents believe a fitness facility should be developed in Grey Highlands and 25% indicated that they believed what already exists should be enhanced.</li><li>48% of respondents are either somewhat dissatisfied (27%) or very dissatisfied (21%), with the availability of fitness, wellness, and active living programs.</li><li>47% of survey respondent want to see more fitness and wellness programming for adults 19- 59 years old.</li><li>40% of respondents indicated that more outdoor fitness equipment should be developed.</li></ul>	<ul style="list-style-type: none"><li>Fitness and wellness facilities were identified as a gap by some stakeholders.</li><li>Trends reflect a demand for fitness and wellness facilities, however specific activity and equipment preferences are continually evolving and often influenced by private providers.</li></ul>





## FITNESS AND WELLNESS FACILITY RECOMMENDATIONS

- Consider providing a municipal-wide serving, dedicated fitness and well space that offers member-based fitness and wellness programs and activities and a range of cardio equipment and weights (this amenity could be considered for inclusion in the proposed multi-component sport and recreation complex).
- Assess the feasibility of an adapted reuse of a decommissioned arena ice facility as suitable space for providing a dedicated fitness space and indoor walking circuit/track.
- Consider providing or arranging the delivery of fitness and wellness classes for adults and older adults at accessible community halls and recreation facilities.



## SECTION 6:

# OUTDOOR RECREATION AND PARKLAND RECOMMENDATIONS

## CONTEXT ON THE CURRENT PARKLAND SUPPLY

The outdoor recreation system in Grey Highlands provides abundant access to many types of publicly accessible natural areas used for outdoor recreation including conservation areas, provincial parks, managed forests and woodlots, waterways and waterbodies, natural heritage areas and municipal parks. Many government agencies and landowners have interests in and assume stewardship responsibilities for the protection and management of the system and the rich biodiversity it represents.

The system is one of Grey Highlands' most important assets. Residents and visitors enjoy hiking the Bruce Trail and other pathways through the Beaver Valley, visiting conservation areas, or cycling the scenic roadways through the municipality. The Beaver River has become a popular fishing destination and paddling route. Downhill skiing, cross-country skiing

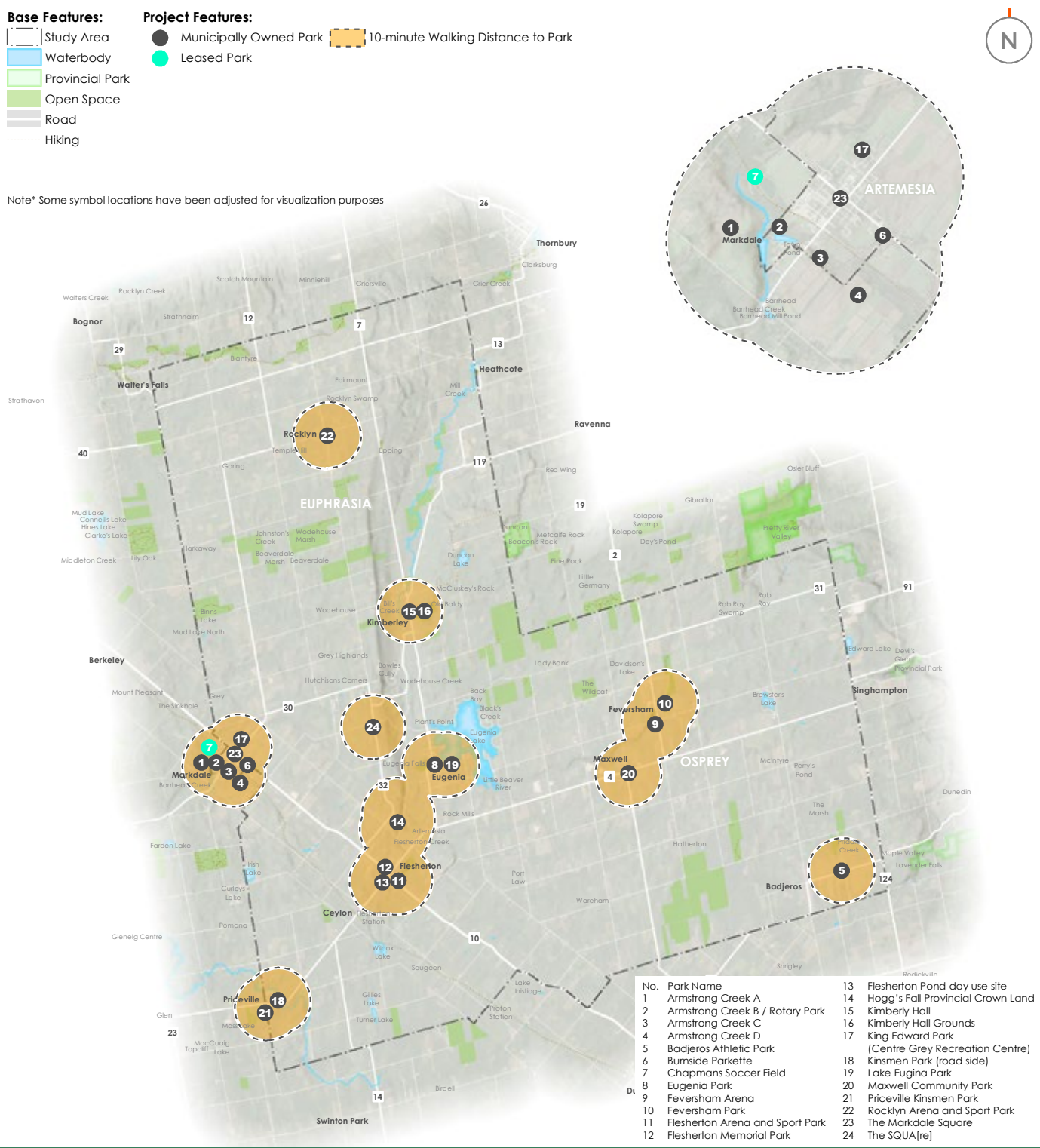
and Nordic activities are favorite winter activities enjoyed by residents and visitors alike. These and many other outdoor activity opportunities are critical to retaining and attracting residents and businesses to Grey Highlands on the outdoor recreation system, particularly in the Beaver Valley. The increasing intensity of outdoor recreation activity, particularly in the Beaver Valley, strains the capacity of most sites, many of which are informal and therefore not designed to accommodate the current level of utilization.

While the Municipality is not directly responsible for coordinating, operating, or maintaining the open space system, it can play an important role in stewarding a more coordinated, inter-agency approach to managing the many outdoor areas and recreation activities occurring at them. This is particularly important given the increased use of open space areas during the pandemic.



# SPATIAL OVERVIEW OF CURRENT PARKLAND SUPPLY

The municipality owns approximately 47.1 ha. of parkland. In 2021, the total managed supply of parkland on 24 individual land parcels was 62.78 ha. Municipal parkland is 0.071 percent of total land coverage in the municipality. The following map illustrates the coverage of park space based on a 10-minute walking radius.





# SUMMARY OF OUTDOOR RECREATION AND PARKLAND RECOMMENDATIONS

*\*Additional detail and rationale on each recommendation is provided later in this section.*

## MANAGING THE PARKLAND SUPPLY

- As part of an enhanced parkland policy framework within the Official Plan, adopt the proposed Parkland Classification System. This Classification System should be implemented to guide investment in existing parkland and outdoor recreation assets and inform decision-making around the planning, acquisition, and development of new parkland.
- Maintain an overall supply of Municipal parkland between 4.5 and 5.0 ha. of per 1,000 population to 2031. The Municipality can accommodate a small reduction in the overall supply of parkland after accounting for population growth.
- Prioritize the acquisition and development of neighbourhood-type parks in future residential growth areas in Markdale. Playground development should be a priority in most new park sites.
- Develop future parkland to maintain a service level of a neighbourhood park within a 10-minute walk, or 800 meters of residential areas.
- In collaboration with local and regional public land managers, undertake development of an outdoor recreation strategy and management plan to determine priorities for investment and management actions that balance visitor expectations and conservation interests. This Strategy should include guidance on growing and supporting activities like road cycling, mountain biking, Nordic activities, hiking, walking, paddle sports and angling.

## OUTDOOR RECREATION

- Provide or support community provision of 4 Class A diamonds for adults and competitive youth play in Flesherton, Markdale and Badjeros.
- Support the decommissioning of underutilized ball diamonds in rural areas to make space for other recreational activities or facilities.
- Implement a field permit reservation system to track utilization of all municipal ball diamonds.
- Develop a playground replacement program to phase the replacement of aging play equipment based on current lifecycle requirements and municipal asset management practices.

- Establish a playground replacement fund as part of the annual budget to address planned requirements noted in the playground replacement program.
- Ensure future playground equipment and sites are accessible and appeal to young and older children.
- Require a new playground be provided in a future neighbourhood park in Markdale and other new residential communities.
- Replace the existing hard surface at Eugenia Park and investigate the reuse of the concrete pad at Feversham Memorial Park as multi-use sport courts.
- Paint lines for specific court sports based on interest from organized, community-based sport groups (i.e., pickleball lines, basketball lines)
- Develop an outdoor rink program to support volunteer-led ice rinks in appropriate park sites.
- Provide a multi-use sport court design configuration to support summer and winter court/pad activities when replacing existing courts or when developing new community park. Options for community fundraising, operations, lighting, open-air roof shelter and support amenities may be considered.
- The Municipality does not currently provide dedicated, sport specific courts (i.e., tennis, basketball or pickleball). Dedicated court facilities should be considered for provision only in response to member-player based demand for an organized group. There may be future interest in provision of dedicated outdoor pickleball facilities. Private lands (used for golf/tennis) or school board sites should be considered.

*\*A number of other recommendations are also provided later in this section for other types of value added and specialized recreation amenities and features.*

## RECOMMENDATIONS FOR THE ARMSTRONG CREEK PARKLAND PARCELS

- Undertake a Park Development and Management Plan for the Armstrong Creek connected parkland parcels in Markdale to guide park development investment and trails that further restore ecosystem services.

# SYSTEM-WIDE AND FACILITY / AMENITY RECOMMENDATIONS

Provided as follows is additional detail and rationale on the recommendations summarized earlier in this section.

## MANAGING THE PARKLAND SUPPLY

### RECOMMENDED CLASSIFICATION SYSTEM

Adopting a parkland classification system can help provide structure that supports effective future planning and overall management of the system. **The following table identifies a recommended Parkland Classification System (PCS) for Grey Highlands.** This PCS recognizes that different types of parks are required to satisfy a range of community and environmental needs. The PCS also aims to focus attention on acquisition or designation of parkland parcels with features most appropriate for its eventual parkland use and will help achieve the parkland and open space policies outlined in the Municipality's Official Plan.

	Recreation Facility/Active	Community	Neighborhood	Parkette	Conservation	Rural
Primary purpose	The site of a major indoor recreation facility and support amenities (i.e., parking). Outdoor facilities such as sport fields are typically provided.	Typically, the most significant park in a settlement area with active and passive recreation facilities and spaces.	A small park within walking distance to residential properties and is typically provided/ acquired through plans of subdivision.	An urban or rural place-making space that provides a small area for assembly.	Protection of a significant environmental feature or system. Often minimally developed with few amenities.	Open space for public gathering, sport and recreation in a predominately rural area.
Defining characteristics	Users: Municipality-wide or regional catchment area	Users: settlement area catchment residents	Users: residents with 800-1,000 meters of the park	Users: Visitors, commercial property owners	Users: regional and residents and visitors	Users: rural area residents
Parcel characteristics	Tableland, serviced, highly accessible – transit and walkable	Tableland, serviced, significant frontage	Tableland, central to residential areas, pedestrian access, street frontage	Serviced	Irregular	Tableland and irregular shape
Typical facilities	Indoor and outdoor facilities	Mainly outdoor facilities and small structures	Play facilities, passive open space	Hardened surface, beautification	Natural area; woodlot; walking paths and trails	Play area, passive open area, sport fields

	Recreation Facility/Active	Community	Neighborhood	Parkette	Conservation	Rural
Coverage (ha.)	3-6 ha.	1-3 ha.	0.5-1.5 ha.	.25-.50 ha.	Various	Various
Current supply	19.21 ha. (excluding Chapmans of 15.68 ha.)	8.47	0 ha.	2.26 ha.	12.23	4.93
Existing Parks	Rocklyn Arena and Sport Park Kimberly Hall King Edward Park and Centre Grey Recreation Centre Feversham Arena Flesherton Arena and Sports Park Chapman's Soccer Complex	Flesherton Pond Eugenia Park Lake Eugenia Park		Burnside The SQUA[re] Kinsman Parkette (Priceville)	Rotary Park/ Armstrong Creek	Badjeros Athletic Park Maxwell Community Park Vandeleur Park

## OVERALL PARKLAND SUPPLY AND ACQUISITION

A comprehensive parkland policy framework – embedded within and working alongside the Municipality's Official Plan – will provide guidance for planning, acquisition, disposition, and development of municipal parkland.

Achieving the identified recommendations will require the Municipality to be as effective as possible with managing parkland acquisitions. Provided as follows is best practice based guidance.

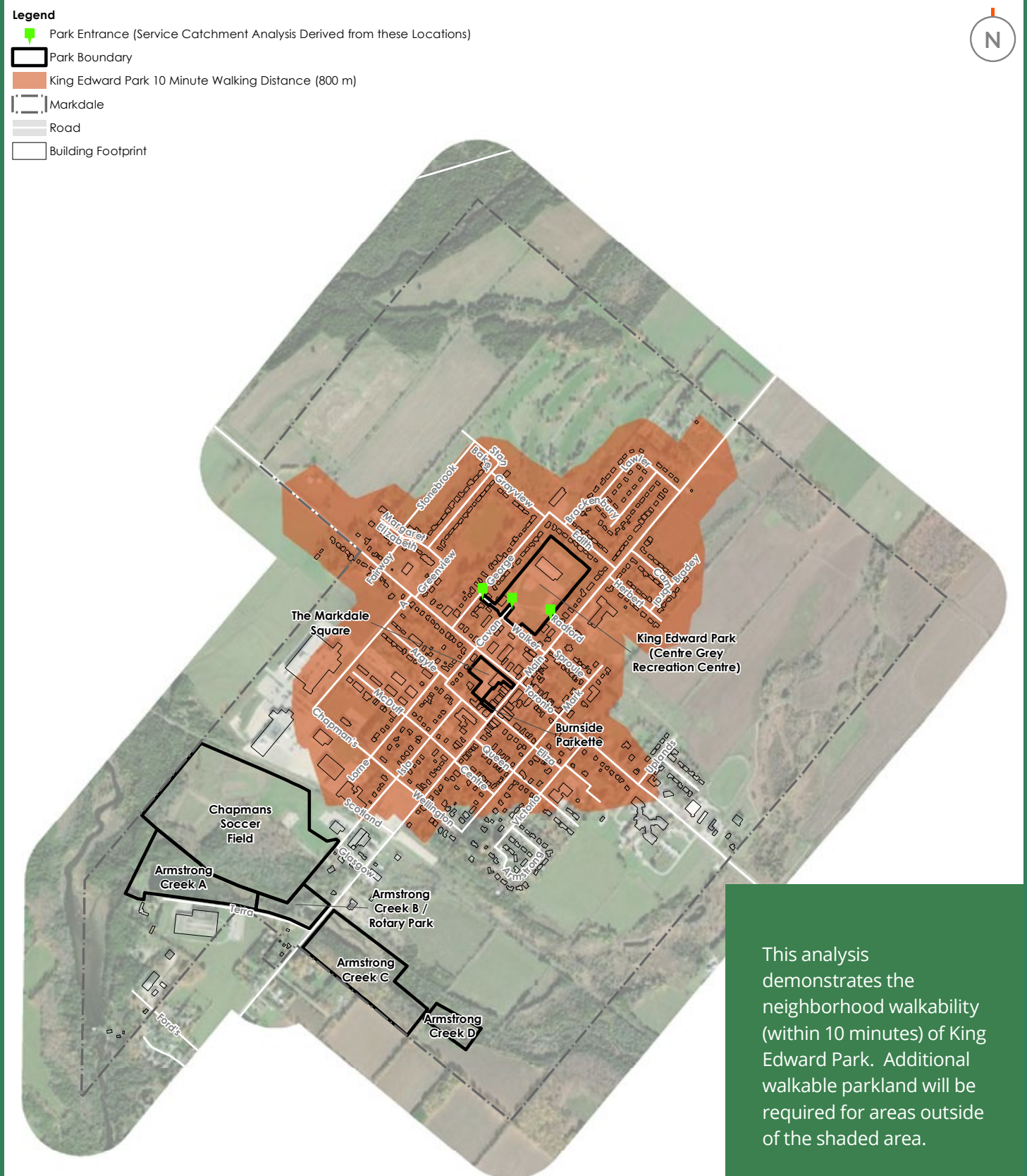
- Adjust the total supply by acquiring new neighbourhood parkland parcels in future residential growth areas and considering subdividing or disposal oversupplied rural parkland parcels.
- Accept centrally located, quality tableland that is free of natural hazards as parkland dedication to serve new residential growth areas.
- Accept Cash-in-Lieu of parkland only when an existing park will maintain the recommended service level for parkland accessibility or when the maximum allowable or obtainable dedication is too small to develop a particular type of parkland.

## OVERALL PARKLAND SUPPLY AND ACQUISITION RECOMMENDATIONS

- Maintain an overall supply of Municipal parkland between 4.5 and 5.0 ha. of per 1,000 population to 2031. The Municipality can accommodate a small reduction in the overall supply of parkland after accounting for population growth.
- Prioritize the acquisition and development of neighbourhood-type parks in future residential growth areas in Markdale. Playground development should be a priority in most new park sites.
- Develop future parkland to maintain a service level of a neighbourhood park within a 10-minute walk, or 800 meters of residential areas.



# EXAMPLE OF ANALYZING AND PLANNING TO ACHIEVE MAXIMUM WALKABILITY



## COLLABORATING TO MEET EMERGING NEEDS AND OPPORTUNITIES

The Municipality is one of a handful of key regional facilitators and providers of park space that residents and visitors enjoy. Over time, recreation and active living preferences emerge and evolve and available infrastructure needs to adjust in lockstep with these changes. The pandemic and other societal factors has also resulted in significantly increased use of outdoor amenities and park space, providing great opportunities but also challenges.

Grey Highlands is viewed as an area of significant recreation value and the Municipality and its partners will need to work together to take advantage of potential opportunities and ensure planning and policies are in place to mitigate issues and protect sensitive habitats.

### RECOMMENDATION

- In collaboration with local and regional public land managers, undertake development of an outdoor recreation strategy and management plan to determine priorities for investment and management actions that balance visitor expectations and conservation interests. This Strategy should include guidance on growing and supporting activities like road cycling, mountain biking, Nordic activities, hiking, walking, paddle sports and angling.



Residents and community organizations alike, value the outdoor recreation spaces in Grey Highlands. Of the 21 Organizations that completed the Community Organization Questionnaire, over half (12 groups) indicated that outdoor advocacy or initiatives are part of their organization's core mandate. 75% of the residents that responded to the Household Public Survey, indicated that their household regularly hikes, walks, or runs on a trail or pathway, and 65% indicated that their motivation to participate in parks and recreation opportunities stems from their desire to enjoy nature. 94% of respondents indicated that they visit nature and conservation areas at least a few times per year.



# OUTDOOR RECREATION FACILITY RECOMMENDATIONS

Outdoor recreation facilities in Grey Highlands include a mix of private and public assets. Provided as follows are recommendations that provide guidance for major outdoor recreation facility and amenity types that are operated by the Municipality or that should be considered for future provision. This recommendations should be considered long-term and may warrant further exploration as part of the recommended indoor multi-complex sport and recreation facility (to create a major “hub” site within the Municipality).





## RECTANGULAR FIELDS

### OVERVIEW

The Municipality does not own any rectangular fields but does support the provision of this space type by undertaking field maintenance and waste disposal at the Chapman's Ice Cream Field Complex in Markdale (Markdale Minor Soccer undertakes field lining, net maintenance, and scheduling). Spontaneous use primarily occurs at the four school sites in Grey Highlands.



### KEY RESEARCH AND ENGAGEMENT FINDINGS

Service Level & Current Condition	Utilization	Household Resident Survey Findings	Stakeholder Engagement & Trends
<ul style="list-style-type: none"> <li>Each of the following Bluewater District School Board sites has at least one field:               <ul style="list-style-type: none"> <li>» Beavercrest Community School</li> <li>» Macphail Elementary School</li> <li>» Osprey Central School</li> <li>» Grey Highlands Secondary School</li> </ul> </li> </ul> <p><i>* 6 fields are available at the Chapman's ice Cream Field Complex in Markdale.</i></p>	<ul style="list-style-type: none"> <li>Markdale Minor Soccer offers soccer programming for children and youth ages 4 to 18 year-round. In the summer months (June – August) they utilize Chapman's Soccer Complex and provide soccer leagues for a variety of age ranges and skill levels.</li> <li>Spontaneous/ unstructured participation in field sports activities is unknown (opportunities exist to enhance data collection in order to better understand sport field use).</li> </ul>	<ul style="list-style-type: none"> <li>43% of respondents indicated that rectangular fields in Grey Highlands should be enhanced.</li> <li>Approximately 30% of respondents indicated that they would like to see more organized sports teams for children, youth, and adults 19 – 59 years.</li> <li>27% of respondents indicated that household members regularly use/visit sports fields during the main seasons of play.</li> </ul>	<ul style="list-style-type: none"> <li>User groups are appreciative of the space available at the Chapman's Ice Cream Field Complex.</li> <li>The lack of public and community park space at the Complex impacts the use of the current field and experience. Stakeholders also identified that informal use of the field can impact the quality of the playing surface, especially in the shoulder seasons when the fields receive more precipitation.</li> <li>Stakeholders expressed that programming and activity demands during traditionally non-peak seasons are increasing (e.g. fall soccer).</li> <li>Stakeholders feel that there is need for more dry-floor space access and some suggested converting an underutilized arena as an option to be explored.</li> </ul>

## RECTANGULAR FIELD RECOMMENDATIONS

- Provide or support community-provision of 3-full size rectangular fields that are required to satisfy future demands. The current fields operated by Markdale Minor Soccer and the School Board's fields result in an over provision of rectangular fields relative to the current and future population.
- Investigate the feasibility of providing an artificial turf field to support pre- and- post-season training and development and to facilitate high volume field use activities. This effort should be undertaken with field sport organizations and the School Board.

## BALL DIAMONDS

### OVERVIEW

Grey Highlands has 9 ball diamonds and about half of them are used regularly in the summer months. Maintenance and operations of these facilities are undertaken by a mix of the Municipality, user groups, and local recreation and improvement committees. Ball diamonds in Grey Highlands have varying amenities and condition/functionality.



### KEY RESEARCH AND ENGAGEMENT FINDINGS

Service Level & Current Condition	Utilization	Household Resident Survey Findings	Stakeholder Engagement & Trends
<ul style="list-style-type: none"> <li>9 ball diamonds in Grey Highlands               <ul style="list-style-type: none"> <li>» King Edward Park</li> <li>» Rocklyn Fairgrounds</li> <li>» Eugenia Park</li> <li>» Priceville Kinsmen Park</li> <li>» Flesherton Memorial Park</li> <li>» Badjeros Athletic Park</li> <li>» Feversham Park</li> <li>» Vandeleur Park</li> <li>» Maxwell Community Park</li> </ul> </li> <li><b>Provision:</b> 1 diamond for every ~ 1,180 residents</li> </ul>	<ul style="list-style-type: none"> <li>About half of the ball diamonds are not being used or adequately maintained to support use.</li> <li>Markdale Minor Softball, Flesherton Minor Baseball, and Badjeros Minor Softball are the main user groups.</li> <li>Markdale Recreation Committee, Priceville Improvement Committee, and the Eugenia Improvement Committee maintain specific diamond features related to game play in their respective communities.</li> </ul>	<ul style="list-style-type: none"> <li>54% of respondents feel that existing ball diamonds should be enhanced.</li> <li>Approximately 30% of respondents indicated that they would like to see more organized sports teams for children, youth, and adults 19 – 59 years.</li> <li>25% of respondents indicated that the poor condition/inadequate facilities is a barrier to their participation in parks, recreation, and/or active living opportunities.</li> <li>29% of respondents are dissatisfied with availability of sports programs in Grey Highlands.</li> <li>28% of respondents visit a ball diamond a few times or more per month.</li> </ul>	<ul style="list-style-type: none"> <li>Participation in softball/slow pitch has rebounded nationally within the younger adult age group.</li> <li>Flesherton Minor Baseball are using the school fields in addition to the Municipally owned diamonds (lack of senior diamonds).</li> <li>Ball user groups have fundraised for specific diamond upgrades.</li> <li>Some stakeholders believe that more support is needed for services that volunteers are relied upon to provide, such as ball diamond and sport field maintenance. However, some stakeholders also expressed that they don't want the Municipality to completely assume these responsibilities.</li> </ul>



## BALL DIAMOND RECOMMENDATIONS

- Provide or support community provision of 4 Class A diamonds for adults and competitive youth play in Flesherton, Markdale and Badjeros.
- Support the decommissioning of underutilized ball diamonds in rural areas to make space for other recreational activities or facilities.
- Implement a field permit reservation system to track utilization of all municipal ball diamonds.



## PLAYGROUNDS

### OVERVIEW

There are 8 playgrounds in Grey Highlands. The Municipality works with community organizations to undertake improvements and enhancements. Like most communities and regions, the playground inventory is fairly similar in terms of equipment stock. While most settlement areas have generally strong accessibility to playgrounds, some gaps do exist (see map on page 39).



*Flesherton Kinsmen Park*

### KEY RESEARCH AND ENGAGEMENT FINDINGS

Service Level & Current Condition	Utilization	Household Resident Survey Findings	Stakeholder Engagement & Trends
<ul style="list-style-type: none"> <li>8 playgrounds in Grey Highlands               <ul style="list-style-type: none"> <li>» King Edward Park</li> <li>» Rocklyn Fairgrounds</li> <li>» Eugenia Park</li> <li>» Priceville Kinsmen Park</li> <li>» Flesherton Memorial Park</li> <li>» Badjeros Athletic Park</li> <li>» Feversham Park</li> <li>» Rotary Park – Markdale</li> </ul> </li> <li>Many of the playground structure are aging and work to bring some to a current standard is required.</li> <li><b>Provision 1</b> playground for every ~ 1,327 residents</li> </ul>	<ul style="list-style-type: none"> <li>Playground structures are provided in key settlement areas and generally accessible by walking or biking to residents in these settlements.</li> </ul>	<ul style="list-style-type: none"> <li>51% of respondents indicated that existing playgrounds should be enhanced.</li> <li>24% of respondents indicated that more playgrounds should be developed.</li> <li>32% of respondents visit community parks and playgrounds in Grey Highlands on weekly basis.</li> <li>25% of respondents indicated that the poor condition/inadequate facilities is a barrier to their participation in parks, recreation, and/or active living opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>There is a growing trend towards playgrounds that can provide more dynamic and diverse play experiences (e.g. natural playgrounds, “risky” play equipment, adventure playgrounds, etc.).</li> <li>Playground accessibility is a key consideration and should be considered to support inclusion and equity.</li> <li>Playground replacements are not accounted for in an asset management plan. A number of existing playground structure will require replacement during the term of the master plan.</li> </ul>



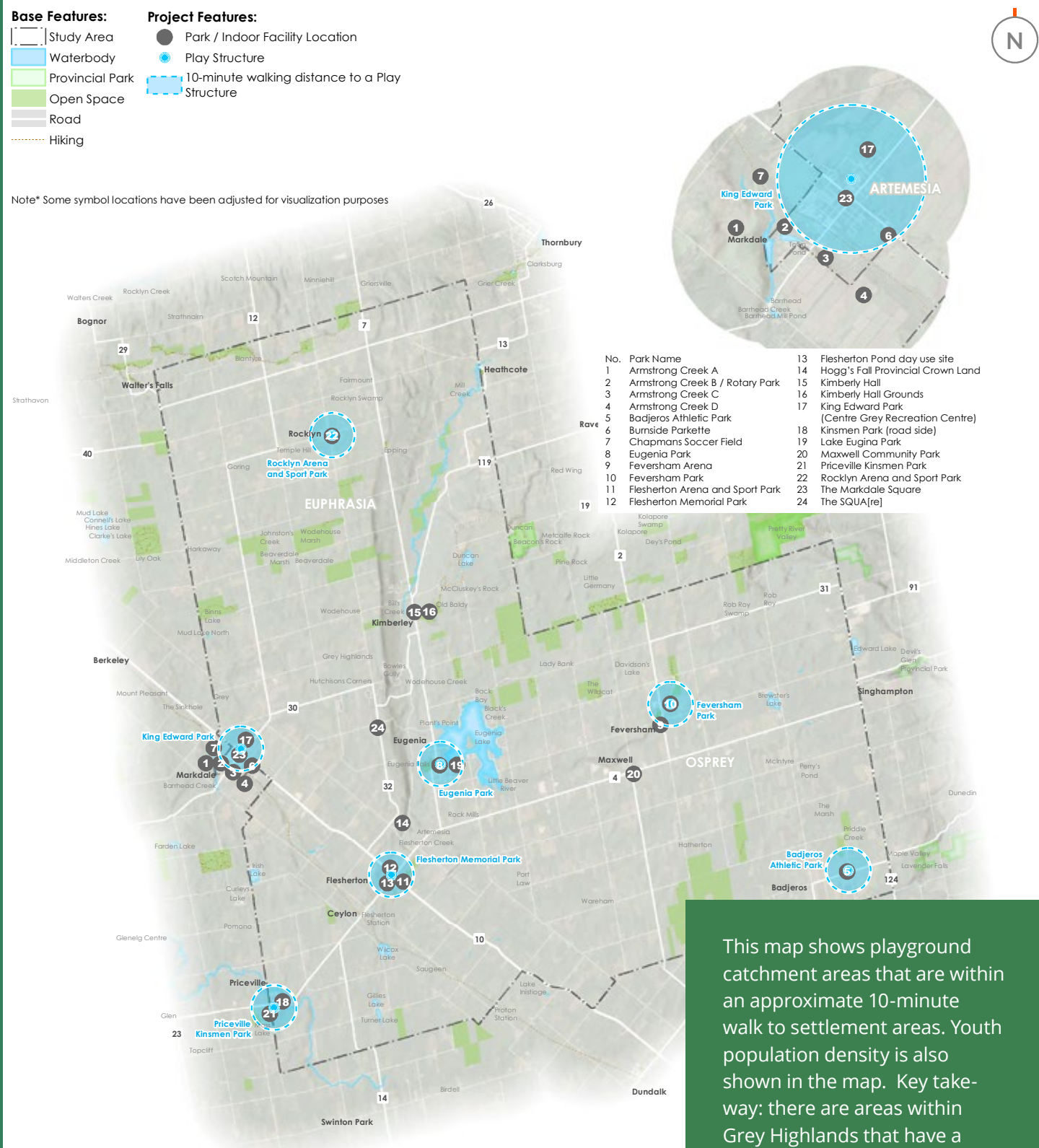


#### RECOMMENDATION:

- Develop a playground replacement program to phase the replacement of aging play equipment based on current lifecycle requirements and municipal asset management practices.
- Establish a playground replacement fund as part of the annual budget to address planned requirements noted in the playground replacement program.
- Ensure future playground equipment and sites are accessible and appeal to young and older children.
- Require a new playground be provided in a future neighbourhood park in Markdale and other new residential communities.



# CURRENT PLAYGROUND WALKABILITY



This map shows playground catchment areas that are within an approximate 10-minute walk to settlement areas. Youth population density is also shown in the map. Key take-away: there are areas within Grey Highlands that have a higher population of youth that are not within walking distance to a playground structure.

## MULTI-USE SPORT COURTS

### OVERVIEW

There are 5 parks that include multi-use sport courts in Grey Highlands. Overall, the courts are in good condition except for Feversham Park, which could use resurfacing. The court at Eugenia Park is too small to be used for most court sports. King Edward Park, and Priceville Kinsmen Park are maintained by the Municipality and community organizations fundraise and advocate for desired improvements or additional amenities. In the winter Feversham Park, Eugenia Park, King Edward Park, and Priceville Kinsmen Park are used for outdoor ice rinks.

### KEY RESEARCH AND ENGAGEMENT FINDINGS



Service Level & Current Condition	Court Amenities and Utilization	Household Resident Survey Findings	Stakeholder Engagement & Trends
<ul style="list-style-type: none"> <li>5 locations in Grey Highlands               <ul style="list-style-type: none"> <li>» King Edward Park</li> <li>» Feversham Park</li> <li>» Eugenia park</li> <li>» Flesherton Memorial Park</li> <li>» Priceville Kinsmen Park</li> </ul> </li> <li>Most courts are in good condition except for Eugenia Park and Feversham Park</li> </ul>	<ul style="list-style-type: none"> <li>King Edward Park:               <ul style="list-style-type: none"> <li>» 2 basketball hoops</li> <li>» Lines painted</li> <li>» Outdoor Rink</li> <li>» Fenced</li> </ul> </li> <li>Feversham Park               <ul style="list-style-type: none"> <li>» 2 basketball hoops</li> <li>» No fence</li> <li>» No lines</li> <li>» Used for natural ice in winter months (Outdoor Rink)</li> </ul> </li> <li>Eugenia Park               <ul style="list-style-type: none"> <li>» 1 basketball hoop</li> <li>» No lines</li> <li>» Outdoor Rink</li> <li>» No fencing</li> </ul> </li> <li>Flesherton Memorial Park               <ul style="list-style-type: none"> <li>» 2 basketball hoops</li> <li>» No lines</li> <li>» Fenced</li> </ul> </li> <li>Priceville Kinsmen Park               <ul style="list-style-type: none"> <li>» 2 basketball hoops</li> <li>» No lines</li> <li>» Fenced on one side</li> <li>» Used for natural ice in winter months (Outdoor Rink)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>25% of respondents indicated that the poor condition/inadequate facilities is a barrier to their participation in parks, recreation, and/or active living opportunities.</li> <li>40% of respondents are dissatisfied with the availability of spaces for casual and spontaneous recreation (e.g. "Drop-In" activities or "pick-up" games, etc.).</li> <li>38% of respondents would like the existing paved court spaces to be enhanced and 26% would like more developed.</li> <li>26% of respondents would like more casual recreation programming available for teens and 35% would like to see the same for adults aged 19 – 59 years.</li> </ul>	<ul style="list-style-type: none"> <li>Outdoor courts are more commonly being designed to be multi-use, capable of accommodating basketball, ball hockey, and ice skating in the winter. This requires certain design and operational considerations, including supporting infrastructure such as water service, seating, lighting and (ideally) washrooms and off-street parking. As such, multi-use courts are best situated in community parks.</li> <li>The emergence of pickleball has resulted in a demand for courts that can support this growing activity. Pickleball courts are best sited away from residential areas due to the noise of the activity.</li> </ul>



A background image showing a pickleball game in progress. In the foreground, a man in a grey shirt and blue shorts is seen from the back, reaching out with his right hand. In the background, a woman in a striped shirt and white cap is on the left, and a man in a white shirt and blue cap is on the right. A yellow pickleball is in the upper right corner. The scene is set on a blue and green court with a black net.

## RECOMMENDATION:


- Replace the existing hard surface at Eugenia Park and investigate the reuse of the concrete pad at Feversham Memorial Park as multi-use sport courts.
- Paint lines for specific court sports based on interest from organized, community-based sport groups (i.e., pickleball lines, basketball lines)
- Develop an outdoor rink program to support volunteer-led ice rinks in appropriate park sites.
- Provide a multi-use sport court design configuration to support summer and winter court/pad activities when replacing existing courts or when developing new community park. Options for community fundraising, operations, lighting, open-air roof shelter and support amenities may be considered.
- The Municipality does not currently provide dedicated, sport specific courts (i.e., tennis, basketball or pickleball). Dedicated court facilities should be considered for provision only in response to member-player based demand for an organized group. There may be future interest in provision of dedicated outdoor pickleball facilities. Private lands (used for golf/tennis) or school board sites should be considered.



## OTHER OUTDOOR RECREATION AMENITIES

The Municipality, in partnership with community associations, may provide several specialty recreation and leisure facilities that appeal to unique market segments and for which there are no specific provision targets or that exist as value added amenities within park spaces and other outdoor recreation areas. The following chart outlines some recommendations for these amenity types.

Facility Type	Findings from Research and Engagement	Recommendation
Disc Golf	<ul style="list-style-type: none"> <li>• Disc golf is played like traditional golf but using a disc or frisbee instead of clubs. The disc is thrown from a tee area to a target that usually includes a metal basket. Disc golf can be played by all ages and abilities and some players even participate in the snow.</li> <li>• Course design goals are simple; the play space has sufficient visibility, has potential for multiple configurations to serve more skill levels, has a range of hole length, and uses natural environment appropriately.</li> <li>• 54% of Household Survey Respondents indicated that addressing potential gaps or developing new types of facilities that don't already exist, should be a key factor in setting future facility priorities.</li> </ul>	Consider provision in response to resident interest or member-player based demand. A suitable park location is necessary to safely accommodate this activity.
Dog Off Leash Areas	<ul style="list-style-type: none"> <li>• 27% of Household Resident Survey respondents would like to see a dog park developed in Grey Highlands.</li> <li>• Off-leash dog parks are a growing trend across North America, more popular in urban settings. Often dog parks are as much a social gathering place as they are a place for people to recreate and exercise their dogs. Dogs are both on and off leash are often a top concern in parks systems and having designated parks and trails is a way to mitigate conflicts.</li> <li>• Some communities value dog walkers/owners as a part of the park management system due to their frequency of park use (for example: the City of Colwood, B.C indicated as part of their rationale for off-leash dog areas, that dog owners provide valuable "eyes on the park" as they visit parks at off-peak hours and through all seasons).</li> <li>• Reflecting an emerging best practice, many municipalities have developed dog park stewardship programs with volunteers helping to educate the rest of the public on etiquette in dog parks and with dogs on multi-use trails.</li> </ul>	Consider provision subject to interest from a community interest group that will assume responsibility for operations of a designated off-leash area and fundraise for the development of a suitable location.

Facility Type	Findings from Research and Engagement	Recommendation
Bike and Small-Wheel Tracks	<ul style="list-style-type: none"> <li>• 24% of Household Resident Survey respondent would like to see pump tracks/bike skills parks developed in Grey Highlands.</li> <li>• 23% of Household Resident Survey respondents would like to see a skate park developed.</li> <li>• 8% of Household Resident Survey respondents participate in rollerblading/inline skating, skateboarding or BMXing, while 30% indicated cycling or mountain biking on a regular basis.</li> <li>• Individual, spontaneous recreation pursuits such as skateboarding, BMX biking, and even scootering have been popular for children and youth for decades. Skateboard Park infrastructure continues to evolve in its design and range of uses that can be accommodated, often now including bowl-type structures along with full-scale 'street courses'. A pump track is a continuous loop of rollers and berms designed to be ridden without pedaling. Dirt pump tracks are intended for bicycles only, and paved tracks suit all types of wheels. Parents are looking for places to work on biking skills with their children and pump tracks provide with spaces that help children develop balance and timing.</li> </ul>	<p>Consider installation of an engineered person powered, small wheel loop track. The size and design characteristics of the track should be suitable for the size and amenities available at the park location.</p> <p>This facility attracts all ages of users and can be designed/engineered using different materials to meet different challenge levels and desired experiences.</p> <p><b>Pump track example</b></p> 
Splash/Spray Pad	<ul style="list-style-type: none"> <li>• Splash/spray pad are a popular way for people of all ages to cool off in the summer.</li> <li>• Municipally owned parks have a great potential to serve many residents that may otherwise not be able to enjoy amenities such as a pool or water park due to economic and accessibility related concerns.</li> <li>• Support amenities including washrooms or changerooms can make these parks especially appealing to families of young children.</li> <li>• 54% of Household Resident Survey respondents would like to see a Splash pad developed in Grey Highlands.</li> </ul>	<p>Consider provision of a splash/spray pad at Community scale parks with appropriate infrastructure and amenities to accommodate user demands.</p>

## ARMSTRONG CREEK PARKLAND PARCELS

### OVERVIEW

The Municipality owns 4 contiguous parkland parcels bisected by a section of Armstrong Creek in Markdale. The combined size of all four parcels is approximately 12 ha. and each is classified as Conservation type parkland in the proposed PCS. It is the largest municipal parkland asset.

The parkland is mostly naturalized and consists of a wetland area in Block A and grass covered lands in Block C and D. Several creek restoration efforts have been completed in recent years. Block B, known as Rotary Park, has seen recent develop of internal paths and a picnic pavilion; the turf is maintained by the Municipality.

The combined site has significant conservation parkland characteristics and should be formally planned as conservation-oriented park that invites and accommodates residents and visitors. A park development and management plan should be undertaken for this entire park system to guide investment of facilities and trails while protecting and further restoring sensitive ecological systems.

### RECOMMENDATION:

- Undertake a Park Development and Management Plan for the Armstrong Creek connected parkland parcels in Markdale to guide park development investment and trails that further restore ecosystem services.



Eugenia Beach





## SECTION 7:

# SERVICE DELIVERY RECOMMENDATIONS

*Flesherton Pond*

## CONTEXT

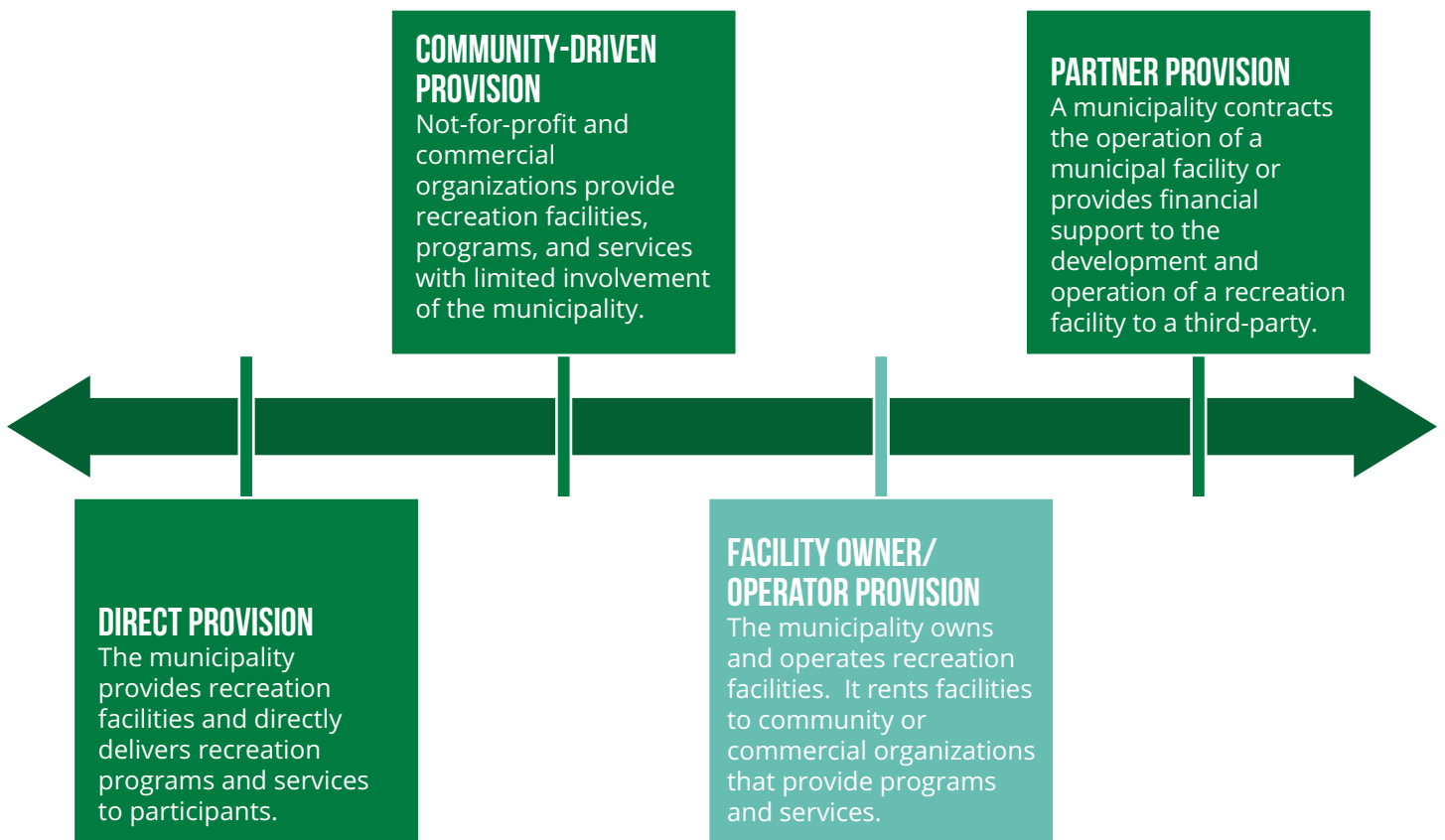
The provision of recreation and parks services is not a regulated or legislated public service in the Province of Ontario. Acknowledging the current approach to service delivery helps inform understanding of the necessary changes needed to adjust to a future approach to service delivery.

The infographic on the following page outlines four common models of recreation service delivery. Key municipal functions are provided for each to distinguish unique and dominant characteristics of each model, though it's common for municipalities to have roles in all 4. **Grey Highland's current approach to service delivery most closely aligns with the Facility Owner/Operator provision.**



*Rocklyn Arena*





The recommendations and strategic guidance provided in this section is intended to optimize the provision of recreation opportunities for residents within the resource realities of the Municipality.



# SUMMARY OF SERVICE DELIVERY RECOMMENDATIONS

*\*Additional detail and rationale on each recommendation is provided later in this section.*

- Undertake a Service Review to match master plan and operational adjustments to recreation service levels with available resources.
- Apply the suggested Recreation Program Classification Model to develop and deliver Essential Recreation programs to residents, possibly through a municipally supported partnership with community-based organizations.
- Undertake a review of user fees to optimize revenue generation for all municipally owned recreation facilities.



# SERVICE DELIVERY RECOMMENDATIONS

## ADJUST SERVICE LEVELS AND REVIEW ORGANIZATIONAL CAPACITY

### OVERVIEW

The majority of the Municipality's current budget allocation to recreation and parks supports the operation of the 4 arenas. Demand for a broader range of services and facilities identified through engagement and by means of research, data analysis and trends analysis demonstrate a requirement for a more dynamic and diverse approach to service delivery in the future. An adjustment is recommended.

A Service Review provides an opportunity to match available budget resources with established service levels (this Master Plan recommends changes to service levels for parkland, indoor and outdoor facilities). The process will help to identify gaps in available resources (skills, budget, materials) that must be addressed to meet service level needs.

The goal of a Service Review is to diversify the approach to service delivery from the predominant Facility Owner and Operator role noted in the service delivery infographic to a more balanced allocation of resources required to advance interests in the Master Plan, specifically the following big move recommendations:

- Advancing parkland renew and development projects
- Implementing indoor ice sheet decommissioning and exploring alternative re-use of facilities
- Developing and delivering recreation programs and wellness classes to residents
- Developing tools and services to support community groups that provide recreation and sport programs
- Completing policy reviews

### RECOMMENDATION

- Undertake a Service Review to match master plan and operational adjustments to recreation service levels with available resources.



Rotary Park

## THE PROVISION OF RECREATION PROGRAMMING

### OVERVIEW

Recreation programs fulfill many individual needs and provide public benefit. There's identified demand through engagement with stakeholders and residents for provision of an expanded range of programs, notably programs that target children, youth, and older adults. The fulfillment of program delivery may be accomplished directly by the Municipality, by a community partner that may be more suitably equipped to deliver programs, or a combination of both. Annual budget from the Municipality is required to support direct or partner provision of recreation programs.

The Recreation Program Classification Model on the following page should guide how recreation programs are developed and provided in Grey Highlands. A Service Level should be determined for the provision of Essential Programs with the noted characteristics.

The Southeast Grey Community Health Centre and the Municipality have a unique partnership for provision of recreation programs to older adults. Expansion of this partnership to include program delivery to additional age groups should be given consideration.

Essential business systems are required to deliver recreation services – including provision of online registration management systems and digital and print marketing functionality.

### WHAT WE HEARD ABOUT PROGRAMMING FROM THE HOUSEHOLD RESIDENT SURVEY:

- 39% of respondents would like to see more water education and safety programs for children.
- 29% of respondents would like to see more organized sports teams, leagues, and clubs for youth ages 13- 18 years.
- 47% of respondents would like to see more fitness and wellness programs for adults ages 19 – 59 years.
- 31% of respondents would like to see more programs that encourage socialization and reduce social isolation for older adults ages 60+.



## RECOMMENDED RECREATION PROGRAM CLASSIFICATION MODEL

### ESSENTIAL RECREATION PROGRAMS

- ★ **Expectations:** From the public or population segment (i.e., youth, older adults)
- 💰 **Municipal Cost Recovery:** Free/Low
- 🌟 **Skill Development:** Beginner, entry-level skills developed
- 🏠 **Market Competition:** No or limited competition from community or commercial providers
- 🏠 **Facility Provision:** Typically owned or provided by the Municipality
- ♿ **Access:** Available to all

### VALUE ADD RECREATION PROGRAMS

- ★ **Expectations:** From a single interest group
- 💰 **Municipal Cost Recovery:** Covers most cost
- 🌟 **Skill Development:** Intermediate or advanced skills required
- 🏠 **Market Competition:** Alternative providers available
- 🏠 **Facility Provision:** Typically commercially provided
- ♿ **Access:** Limited to users

### RECOMMENDATION

- Apply the Recreation Program Classification Model to develop and deliver Essential Recreation programs to residents, possibly through a municipally supported partnership with community-based organizations.





## USER FEES AND FINANCIAL SUSTAINABILITY

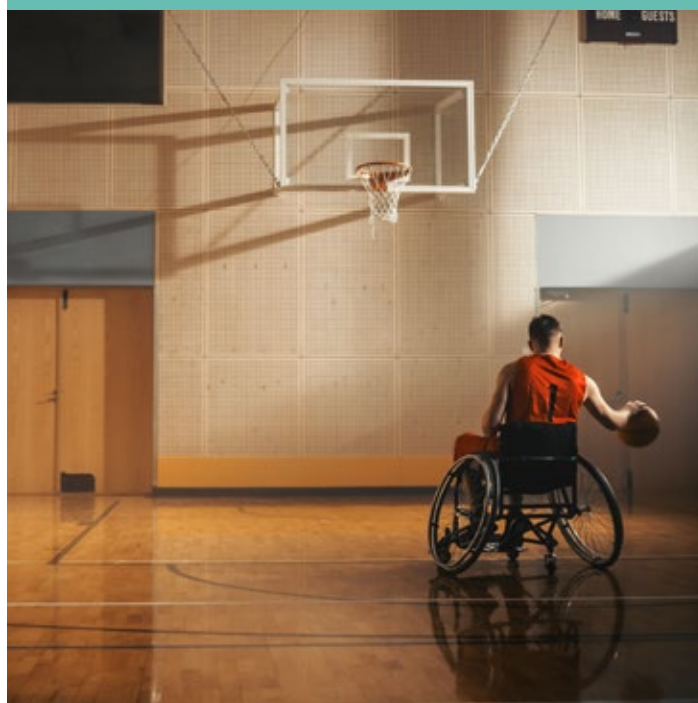
### OVERVIEW

A user fee review is recommended to optimize revenue generation from all Municipally operated recreation facilities. Specifically, the scope of the review should address the following:

- **Residency & Team Sport Rentals:** Consider a non-resident player fee for summer and winter minor/youth team sports respectively. Many municipalities have adopted this structure (including the City of Owen Sound).
- **Benchmarking:** benchmark fees against fees charged by municipalities in a sport specific geographic area, league or district, in addition to adjacent comparable municipalities.
- **Cost Per Participant Hour:** Consider the hourly cost per user when determining hourly rental fees and support groups to apply Long-Term Athlete Development standards for their sport (Determined by the National Sport Organization) to ensure all ages get the minimum required weekly facility time. Groups sometimes rent more time than is required.
- **Cost recovery:** users are more likely to support fee adjustments if they understand the overall cost of operating a facility and budgeted cost recovery associated from user fees. In most cases, the cost of capital is excluded.
- **Utilization Data:** Quality utilization data is generated by issuing facility use permits. Careful attention to data collection and analysis is necessary for decision making related to the Master Plan and for normal operations.

### RECOMMENDATION

- Undertake a review of user fees to optimize revenue generation for all municipally owned recreation facilities.



A photograph of a Zamboni ice resurfacer in an arena. The machine is white and blue, with two large propane tanks mounted on the back. It has a green overlay on the left side with white text. The text reads: "SECTION 8: IMPLEMENTATION AND PHASING". Below the text, in smaller white font, is "Rocklyn Arena Zamboni".

## SECTION 8:

# IMPLEMENTATION AND PHASING

*Rocklyn Arena Zamboni*

Implementation and monitoring of progress are critical to the success of this Master Plan. This Section provides guidance on implementing recommendations presented within this Master Plan over the next 10 years. The table below presents all recommendations organized by Master Plan focus area, estimated timing, incremental FTE requirements, incremental resource requirements, as well as potential funding sources.



## INDOOR AND OUTDOOR FACILITY IMPLEMENTATION AND PHASING RECOMMENDATIONS

Recommendations		Estimated Timing S = 1-3 years M = 4-6 years L = 7-10 years	Incremental FTE Requirements NC = No Change TT = Task & Term Limited OR = Ongoing Requirement	Incremental Resource Requirements \$ = Small \$\$ = Medium \$\$\$ = Large NC = No Change	Funding Sources DS = Development related sources P = Partnership EF = External Funding TL = Tax Levy IF = Infrastructure Grant or Financing
Indoor Recreation Facilities					
Arenas	<ul style="list-style-type: none"> <li>Reduce provision of indoor ice surfaces to 2 indoor ice sheets by 2025. Use the findings and recommendations of the Ice Arena Condition and Structural Assessment Studies to identify the ice sheets that should be decommissioned.</li> <li>As a long-term strategy, consider an inter-municipal approach to providing replacement ice sheets in partnership with the Township of Southgate. Consolidation of ice sheets to a single site will generate operating efficiencies and completing other recreation facilities will likely be required by both municipalities to accommodate population growth needs in the next 15-20 years.</li> <li>Consider alternative repurposing options for decommissioned indoor ice sheets. There is evidence of demand for indoor field sport activities and pickleball. Repurposing of facilities should only be considered for short- or medium-term provision and should be supported by a project feasibility assessment and business plan.</li> <li>Review arena rental rates to ensure adequate revenue is generated to recover a portion of annual operating costs and capital repairs. Gradually increase the rates to a determine cost recovery level to optimize revenue generation. Apply consistent rental fees across all the Municipality's arenas and prepare utilization activity performance reports for Council annually.</li> <li>Consider tracking and assessing an additional fee for non-resident participants of community sport organizations that utilize municipal indoor ice to increase the financial sustainability ice operations.</li> <li>Consider expanding the hours allocated to drop in public skating and add drop-in daytime and evening shinny hockey for older youth and adults.</li> </ul>	S	OR	\$\$	DS IF P



	Recommendations	Estimated Timing S = 1-3 years M = 4-6 years L = 7-10 years	Incremental FTE Requirements NC = No Change TT --Task & Term Limited OR = Ongoing Requirement	Incremental Resource Requirements \$ = Small \$\$ = Medium \$\$\$ = Large NC = No Change	Funding Sources DS = Development related sources P = Partnership EF = External Funding TL = Tax Levy IF = Infrastructure Grant or Financing
Community Halls	<ul style="list-style-type: none"> <li>• Maintain the current supply of community halls to support rural and village community-driven cultural, social, educational, and wellness activities.</li> <li>• Develop a community hall improvement program to engage and involve the residents and community organizations in municipal-led efforts to maintain and renew community hall assets, in accordance with the municipality determined capital priorities and available resources.</li> <li>• Carefully monitor utilization of community halls using centralized booking data. Gather additional information at time of booking and track trends related to different types of use and expected attendance/users to understand the impact and benefits of each facility over time.</li> <li>• Review community hall rental rates to ensure adequate revenue is generated to recover a portion of annual operating costs and capital repairs. Gradually increase the rates to determine a cost recovery level to optimize revenue generation.</li> </ul>	S	OR	\$	DS P IF
Gymnasia	<ul style="list-style-type: none"> <li>• Consider supporting community organizations to delivery or directly providing community recreation programs for children, youth, and adults at school gymnasiums to satisfy local demand for recreation and sport programming that is not currently provided by community organizations.</li> <li>• Provide marketing and communications support to community-based sport groups and clubs that offer sport programs in the school gymnasiums.</li> </ul>	S	OR	\$	DS P

	Recommendations	Estimated Timing S = 1-3 years M = 4-6 years L = 7-10 years	Incremental FTE Requirements NC = No Change TT = Task & Term Limited OR = Ongoing Requirement	Incremental Resource Requirements \$ = Small \$\$ = Medium \$\$\$ = Large NC = No Change	Funding Sources DS = Development related sources P = Partnership EF = External Funding TL = Tax Levy IF = Infrastructure Grant or Financing
Fitness and Wellness	<ul style="list-style-type: none"> <li>Consider providing a municipal-wide serving, dedicated fitness and well space that offers member-based fitness and wellness programs and activities and a range of cardio equipment and weights (this amenity could be considered for inclusion in the proposed multi-component sport and recreation complex).</li> <li>Assess the feasibility of an adapted reuse of a decommissioned arena ice facility as suitable space for providing a dedicated fitness space and indoor walking circuit/track.</li> <li>Consider providing or arranging the delivery of fitness and wellness classes for adults and older adults at accessible community halls and recreation facilities.</li> </ul>	S	OR	\$\$	IF DS P
<b>Outdoor Recreation Facilities</b>					
Guidance for Managing Parkland Supply	<ul style="list-style-type: none"> <li>Maintain an overall supply of Municipal parkland between 4.5 and 5.0 ha. of per 1,000 population to 2031. The Municipality can accommodate a small reduction in the overall supply of parkland after accounting for population growth.</li> <li>Prioritize the acquisition and development of neighbourhood-type parks in future residential growth areas in Markdale. Playground development should be a priority in most new park sites.</li> <li>Develop future parkland to maintain a service level of a neighbourhood park within a 10-minute walk, or 800 meters of residential areas.</li> </ul>	L	NC	\$	DS
The Outdoor Recreation System	<ul style="list-style-type: none"> <li>In collaboration with local and regional public land managers, undertake development of an outdoor recreation strategy and management plan to determine priorities for investment and management actions that balance visitor expectations and conservation interests.</li> </ul>	S	TT	\$	DS P

	Recommendations	Estimated Timing S = 1-3 years M = 4-6 years L = 7-10 years	Incremental FTE Requirements NC = No Change TT = Task & Term Limited OR = Ongoing Requirement	Incremental Resource Requirements \$ = Small \$\$ = Medium \$\$\$ = Large NC = No Change	Funding Sources DS = Development related sources P = Partnership EF = External Funding TL = Tax Levy IF = Infrastructure Grant or Financing
Rectangular Fields	<ul style="list-style-type: none"> <li>Provide or support community-provision of 3-full size rectangular fields that required to satisfy future demands. The current fields operated by Markdale Minor Soccer and the School Board's fields result in an over provision of rectangular fields relative to the current and future population.</li> <li>Investigate the feasibility of providing an artificial turf field to support pre- and- post-season training and development and to facilitate high volume field use activities. This effort should be undertaken with field sport organizations and the School Board.</li> </ul>	M	TT	\$	DS P IF
Ball Diamonds	<ul style="list-style-type: none"> <li>Provide or support community provision of 4 Class A diamonds for adults and competitive youth play in Flesherton, Markdale and Badjeros.</li> <li>Support the decommissioning of underutilized ball diamonds in rural areas to make space for other recreational activities or facilities.</li> <li>Implement a field permit reservation system to track utilization of all municipal ball diamonds.</li> </ul>	S	NC	\$	DS P
Playgrounds	<ul style="list-style-type: none"> <li>Develop a playground replacement program to phase the replacement of aging play equipment based on current lifecycle requirements and municipal asset management practices.</li> <li>Establish a playground replace fund as part of the annual budget to address planned requirements noted in the playground replacement program.</li> <li>Ensure future playground equipment and sites are accessible and appeal to young and older children.</li> <li>Require a new playground be provided in a future neighbourhood park in Markdale and other new residential communities.</li> </ul>	S	NC	\$	DS IF



	Recommendations	Estimated Timing S = 1-3 years M = 4-6 years L = 7-10 years	Incremental FTE Requirements NC = No Change TT = Task & Term Limited OR = Ongoing Requirement	Incremental Resource Requirements \$ = Small \$\$ = Medium \$\$\$ = Large NC = No Change	Funding Sources DS = Development related sources P = Partnership EF = External Funding TL = Tax Levy IF = Infrastructure Grant or Financing
Multi-Use Sport Courts	<ul style="list-style-type: none"> <li>Replace the existing hard surface at Eugenia Park and investigate the reuse of the concrete pad at Feversham Memorial Park as multi-use sport courts.</li> <li>Paint lines for specific court sports based on interest from organized, community-based sport groups (i.e., pickleball lines, basketball lines)</li> <li>Develop an outdoor rink program to support volunteer-led ice rinks in appropriate park sites.</li> <li>Provide a multi-use sport court design configuration to support summer and winter court/pad activities when replacing existing courts or when developing new community park. Options for community fundraising, operations, lighting, open-air roof shelter and support amenities may be considered.</li> <li>The Municipality does not currently provide dedicated, sport specific courts (i.e., tennis, basketball or pickleball). Dedicated court facilities should be considered for provision only in response to member-player based demand for an organized group. There may be future interest in provision of dedicated outdoor pickleball facilities. Private lands (used for golf/tennis) or school board sites should be considered.</li> </ul>	S	TT	\$	DS IF
Disc Golf	<ul style="list-style-type: none"> <li>Consider provision in response to resident interest or member-player based demand. A suitable park location is necessary to safely accommodate this activity.</li> </ul>	L	NC	\$	DS P IF
Community Gardens	<ul style="list-style-type: none"> <li>Encourage the establishment of community gardens where interest exists and work with community groups to provide vegetable or flower garden plots in parks, where appropriate.</li> </ul>	M	NC	\$	DS P IF

	Recommendations	Estimated Timing S = 1-3 years M = 4-6 years L = 7-10 years	Incremental FTE Requirements NC = No Change TT = Task & Term Limited OR = Ongoing Requirement	Incremental Resource Requirements \$ = Small \$\$ = Medium \$\$\$ = Large NC = No Change	Funding Sources DS = Development related sources P = Partnership EF = External Funding TL = Tax Levy IF = Infrastructure Grant or Financing
Dog Off Leash Areas	<ul style="list-style-type: none"> <li>Consider provision subject to interest from a community interest group that will assume responsibility for operations of a designated off-leash area and fundraise for the development of a suitable location.</li> </ul>	M	TT	\$	DS IF
Bike and Small-Wheel Tracks	<ul style="list-style-type: none"> <li>Consider installation of an engineered person powered, small wheel loop track. The size and design characteristics of the track should be suitable for the size and amenities available at the park location.</li> <li>This facility attracts all ages of users and can be designed/ engineered using different materials to meet different challenge levels and desired experiences.</li> </ul>	M	TT	\$	DS IF
Splash/Spray Pad	<ul style="list-style-type: none"> <li>Consider provision of a splash/spray pad at Community scale parks with appropriate infrastructure and amenities to accommodate user demands.</li> </ul>	M	TT	\$	DS IF
Guidance for Armstrong Creek Parkland Parcels (Markdale)	<ul style="list-style-type: none"> <li>Undertake a Park Development and Management Plan for the Armstrong Creek connected parkland parcels in Markdale to guide park infrastructure investment and trails which further restoring ecosystem services.</li> </ul>	M	NC	\$	DS P

## SERVICE DELIVERY IMPLEMENTATION AND PHASING RECOMMENDATIONS

	Recommendations	Estimated Timing S = 1-3 years M = 4-6 years L = 7-10 years	Incremental FTE Requirements NC = No Change TT --Task & Term Limited OR = Ongoing Requirement	Incremental Resource Requirements \$ = Small \$\$ = Medium \$\$\$ = Large NC = No Change	Funding Sources DS = Development related sources P = Partnership EF = External Funding TL = Tax Levy IF = Infrastructure Grant or Financing
<b>Service Delivery</b>					
Adjust Service Levels and Review Organizational Capacity	<ul style="list-style-type: none"> <li>Undertake a Service Review to match master plan and operational adjustments to recreation service levels with available resources.</li> </ul>	S	NC	\$	DS
Provision of Recreation Programs	<ul style="list-style-type: none"> <li>Apply the Recreation Program Classification Model to develop and deliver Essential Recreation programs to residents, possibly through a Municipally supported partnership with community-based organizations.</li> </ul>	S	OR	\$	DS P
User Fees and Financial Sustainability	<ul style="list-style-type: none"> <li>Undertake a review of user fees to optimize revenue generation for all Municipally owned recreation facilities.</li> </ul>	S	NC	\$	DS





