

Municipality of Northern Bruce Peninsula

Parks and Recreation Master Plan

SITUATIONAL ANALYSIS REPORT

January 2022



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INTRODUCTION

The Municipality of Northern Bruce Peninsula values their investments in parks, recreation, and waterfront services. They understand how these investments contribute to the quality of life for full-time and seasonal residents throughout their large geographical area. They also know how these services can foster community volunteerism through its valued community and service organizations, and how residents can play an important role in shaping their leisure needs.

Municipal Council is tasked by its citizens to make informed and strategic decisions about how to invest tax-payer dollars in the community. These considerations must be balanced with the seasonal influx of visitors who are attracted to the natural features within the community and waterfront areas, and their impact on local resources.

The development of a comprehensive parks and recreation master plan supports that effort. Taking the time to understand the extent to which the community is being served currently is the first step in developing a master plan that will guide the development of services for the next ten years.

The purpose of the Situational Analysis Report is designed to create a benchmark with respect to how the Municipality is currently meeting the parks and recreation service needs of its residents. This benchmarking exercise is evidence-based. It includes quantitative results of the current inventory of assets, utilization rates, financial performance, demographics, and growth projections. It is further informed by qualitative information through stakeholder engagement, policy alignment, trends and best practices, and sound planning principles.

The situational analysis report is ultimately designed to determine what (if any) gaps currently exist and how, when, where, and why those gaps could be addressed. The report will also clearly identify which community needs the Municipality is already positioned to meet over the ensuing ten years.

The Municipality has also placed additional focus on the Lion's Head Waterfront Area. They recognize that it requires revitalization to better serve current and future demands on this popular local and visitor destination.



The qualitative and quantitative evidence uncovered in this report will also serve to inform the goals for the Lion's Head Waterfront Area, which will lead to conceptual plan options going forward.

The Situational Analysis Report is the first of three specific deliverables outlined in the master plan process.



In each of the sections included in the situational analysis report, the consultants will provide evidentiary “findings”. These findings will be further summarized and analysed to determine strategic themes that the master plan will focus on. Ultimately these strategic themes will serve as the framework for recommendations in the Master Plan.



COMMUNITY PROFILE – NORTHERN BRUCE PENINSULA

The purpose of this section to review demographic characteristics of the Municipality of Northern Bruce Peninsula to gain additional insight into planning for the future of parks and recreation services. Unless otherwise noted, the information contained herein is based on the most recent complete census data available from Statistics Canada (2016). It is acknowledged that new 2021 census would better inform the municipality, however this data will not be completed within the timelines for this study.

While updated census data is preferred, the data reviewed remains relevant as there is rarely any dramatic changes between any five-year Census increments. The specific characteristics addressed in this section include the following:

- **Population Count & Growth Forecast**
- **Population by Age Cohort**
- **Population Distribution**
- **Marital Status**
- **Family Profile**
- **Language Most Often Spoken at Home**
- **Immigrant Status**
- **Education Profile**
- **Median After Tax Income**
- **LICO Households per Age Cohort**

Each of the sections will be analyzed separately. In some cases, the charts speak for themselves or simply represent facts. Where appropriate additional information is offered as to the implications of the data that is profiled as it relates to the planning of recreation, cultural, and parks services.

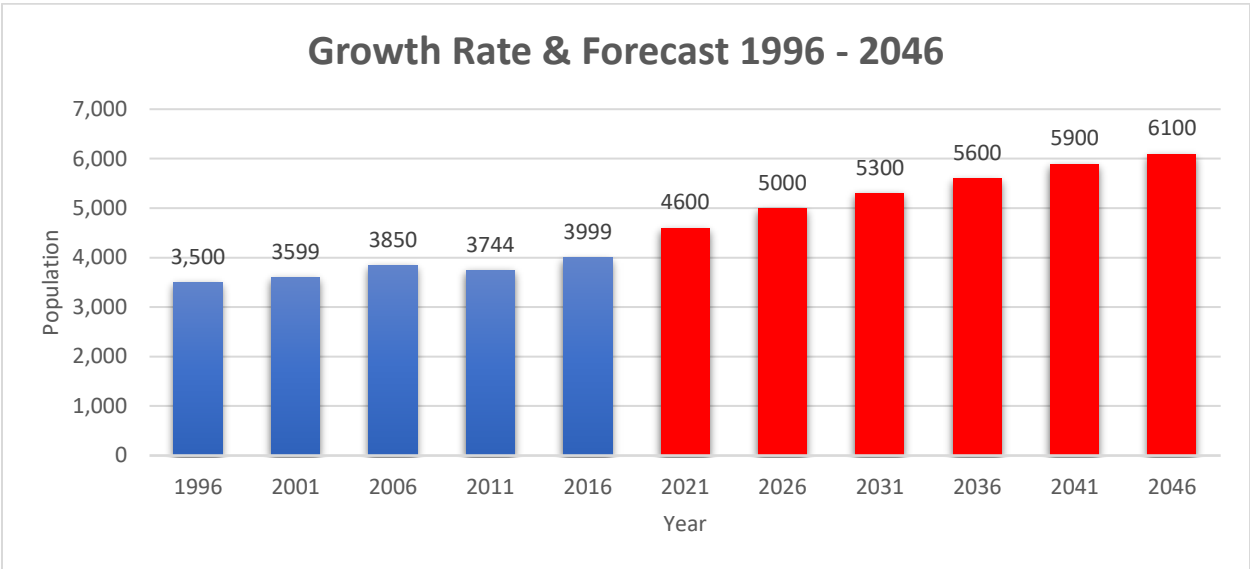
The final component of this section will summarize the overall findings from the demographic analysis of the report.

Population Count & Growth Forecast

The growth rate between 1996 through to 2016 has been relatively stable with an overall increase of 499 net new residents in the past 20 years. According to Bruce County's most recent planning estimates as sourced from "Plan the Bruce: Good Growth", Northern Bruce Peninsula is estimated to grow by a range between 200 to 300 residents every five-year increment beyond 2021. The largest incremental growth projection is between 2016 and 2021 at 601 net new residents or 15%.

Should the County’s planning estimates come to fruition the Municipality will grow by 700 net new residents in the next 10 years (2021 to 2031) representing the duration of the desired master plan.

Northern Bruce Peninsula – Growth Rate & Forecast



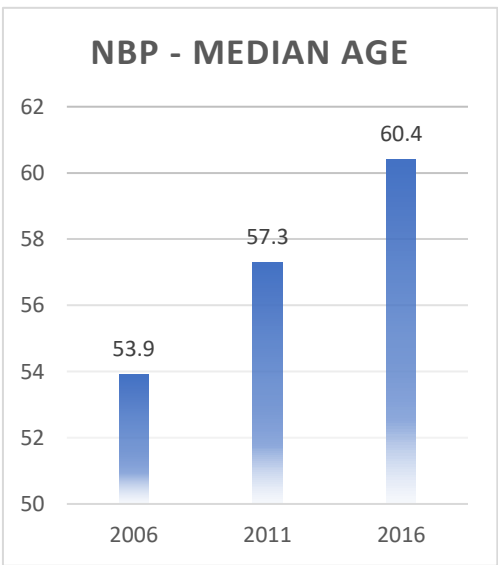
Blue – Statistics Canada

Red – Plan the Bruce: Good Growth

Population by Age Cohort

The 2016 census data indicate that Northern Bruce Peninsula has a relatively older population with a median age of 60.4 years in 2016. This aging trend appears to be increasing proportionately over time as illustrated in the Median Age Chart for Northern Bruce Peninsula.

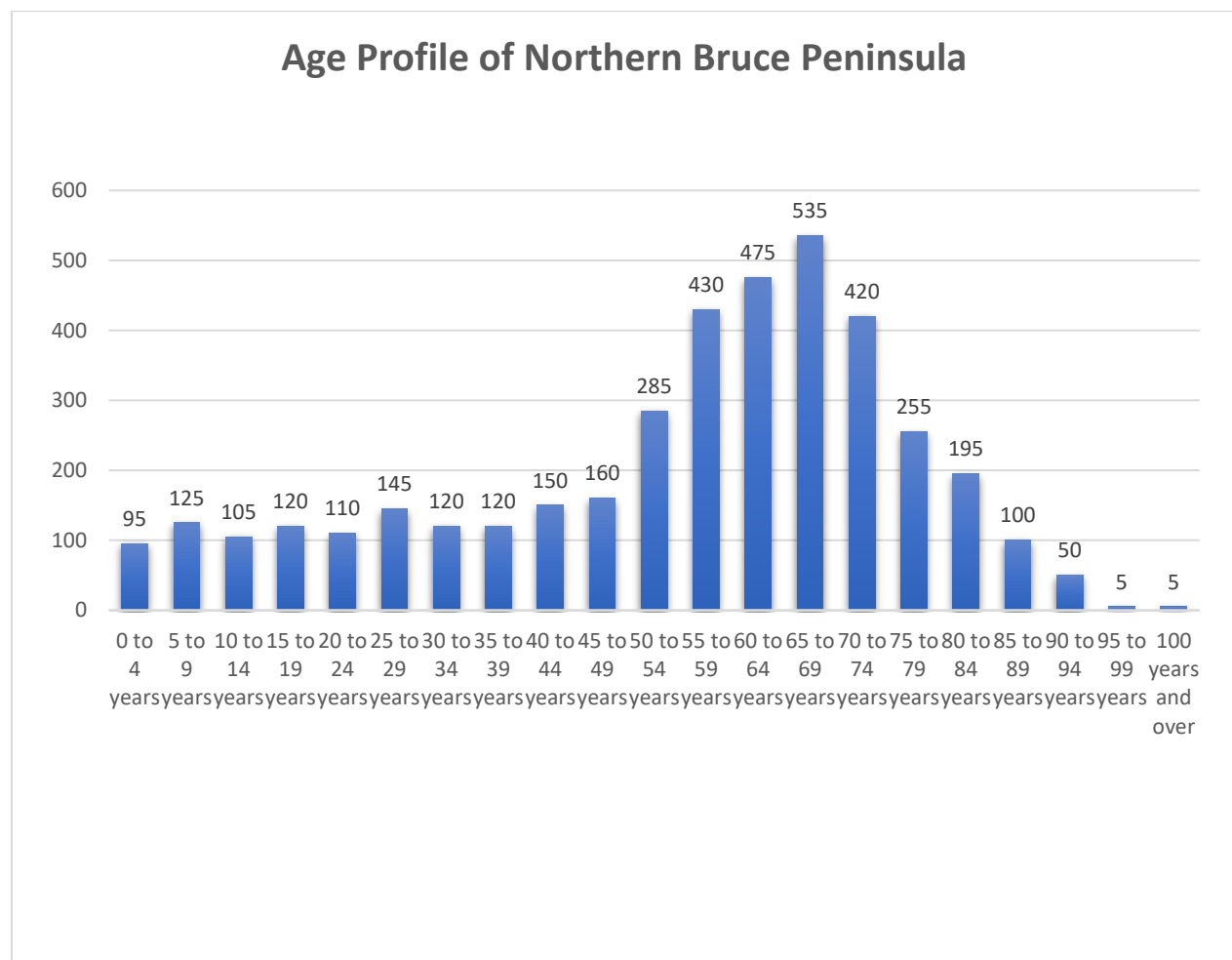
Adults aged 20 to 65 comprise 52.8% of the population of the Municipality. Participation trends for adults are largely in unstructured outdoor activities such as walking, running, and cycling. There is secondary demand in the form of organized sports (indoor and outdoor), and fitness related activities that might suggest an opportunity for the Municipality to consider.



The balance of the population of adults aged 65 plus is 39.1%. The largest age cohorts are between 55 to 74 representing 46.5% of the overall population. There could be an opportunity for NBP to explore some further self-directed older adult programming in its facilities.

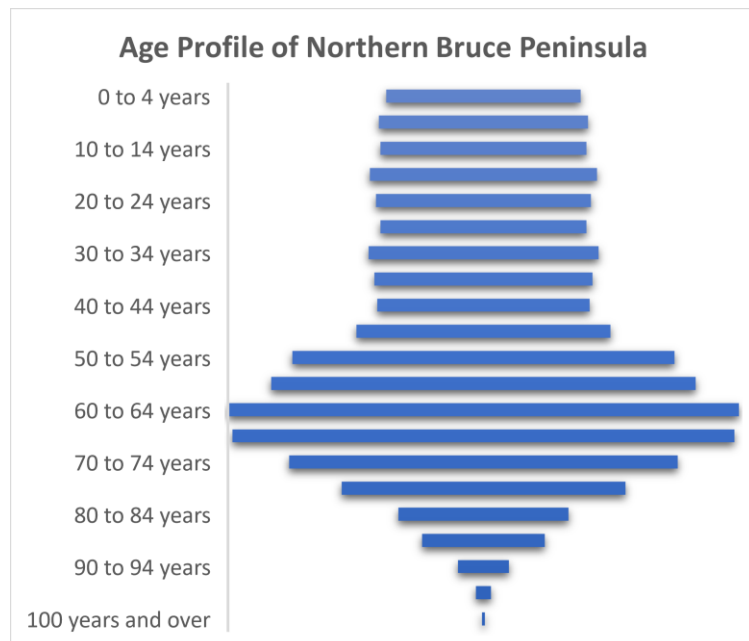
Children and youth between 0 – 19 years represent 11.1% of the population or 445 residents. This is significantly below the provincial average of 23%. The age cohorts themselves are relatively consistent with a range of 95 between 0-4 years and a high of 125 between 5 – 9 years.

Children and youth are the largest users of structured parks and recreation programs and services (arenas, swimming pools, playfields). Particularly among the 0 – 14 years age cohorts. The Municipality can expect a consistent demand on its current levels of service involving children and youth. Additionally, there will be an increased demand on youth related activities as the younger cohorts age. Youth programming contains a greater mix of structured and unstructured programs as they become increasingly more independent.

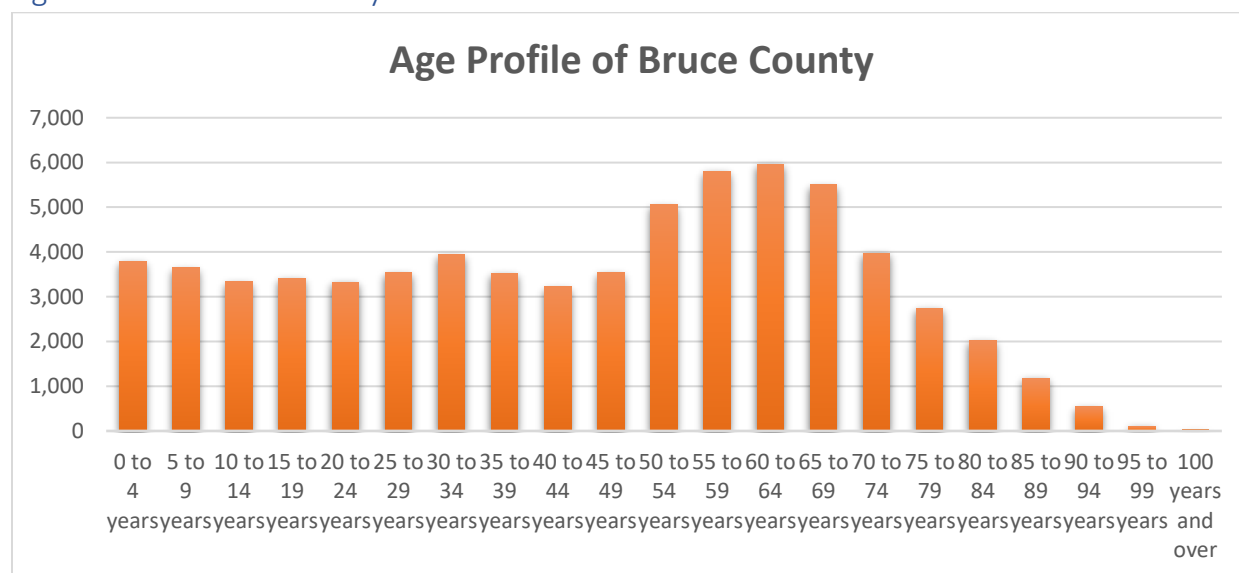


The two charts featured in this section illustrate the same information in different formats. One offers a bar graph with actual numbers for each age cohort, while the other offers a visual comparison of the age cohorts.

The Age Profile for Bruce County is largely consistent with that of Northern Bruce Peninsula. It illustrates an older population mix with a relatively consistent younger age cohort.

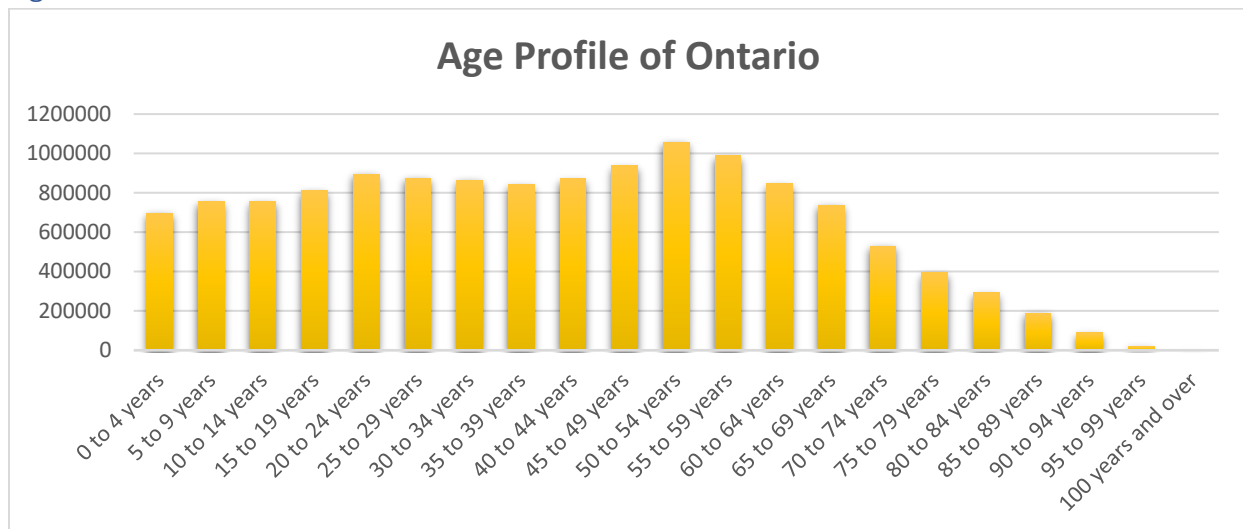


Age Profile – Bruce County

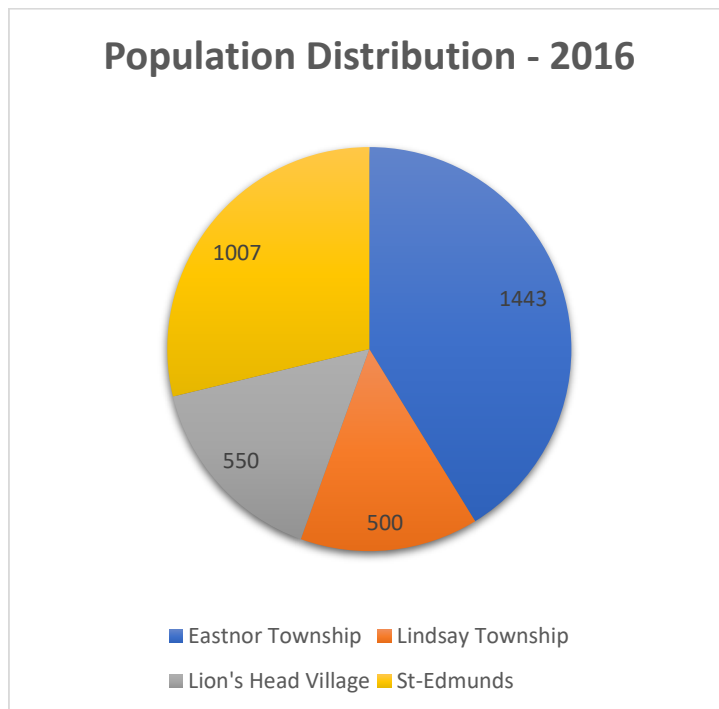


The following chart is offered for general reference and includes the provincial age distribution. It illustrates how NBP and Bruce County compare to a larger population sample. It is appropriate to understand the demographic differences between communities when it comes to facility and service expectations. This is to say that there is a tendency for facility users to compare the Municipality's facilities size and type against other municipalities whose demographics are not consistent with NBP.

Age Profile - Ontario



Population Distribution

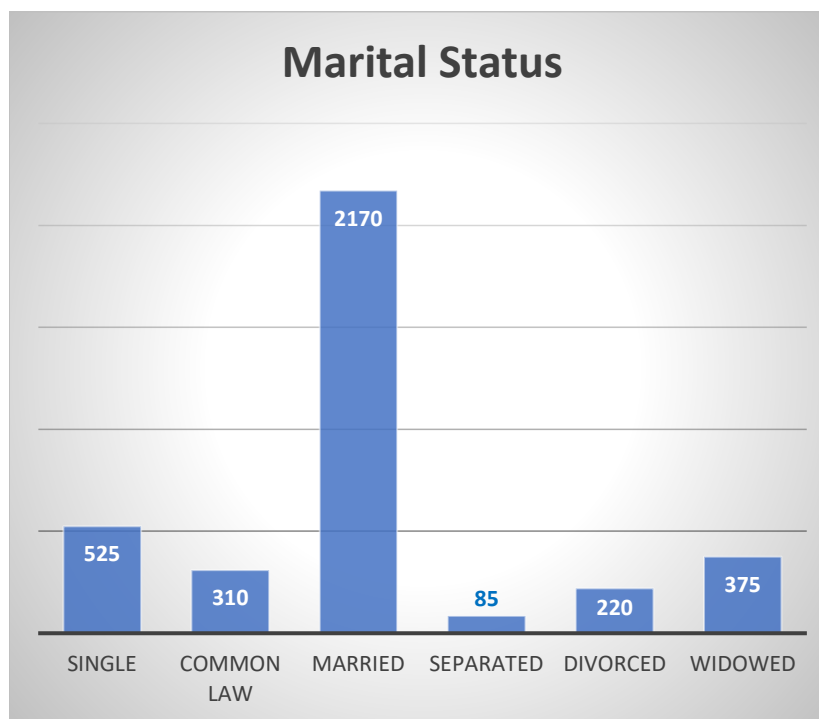


The municipality of Northern Bruce Peninsula was formed on January 1, 1999, when the townships of St. Edmunds, Lindsay, and Eastnor as well as the Village of Lion's Head, were amalgamated.

The total land area that comprises Northern Bruce Peninsula is 783.99 square kilometers (302.7 square miles). In 2016 most residents (41%) lived in the former Eastnor Township while 29% lived in St-Edmunds, 16% lived in Lion's Head Village, and the balance of 14% lived in the former Lindsay Township.

Marital Status

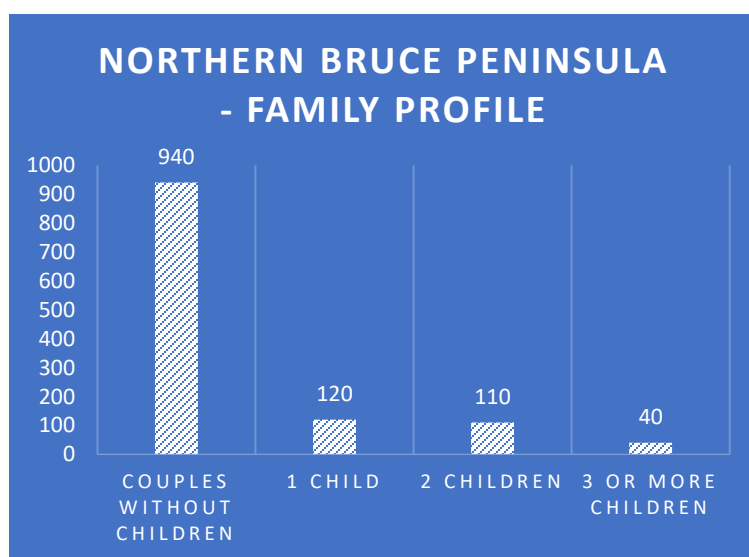
Most residents in Northern Bruce Peninsula are in relationships. The Municipality's parks and recreation services should in turn be responsive to and promote opportunities for families and/or couples in addition to individual pursuits.



Family Profile

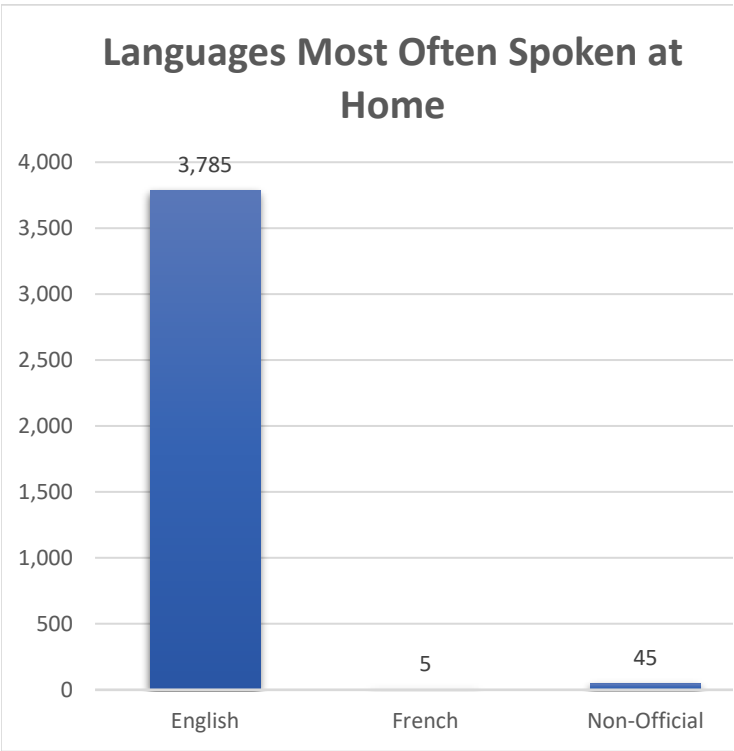
The following demographic characteristics examines family profiles. As indicated previously, children are the largest drivers of demands for traditional parks and recreation infrastructure and structured programming. This information speaks to the number of households that are primary beneficiaries of the larger infrastructure requirements. This is not to suggest that older and more active adults wouldn't benefit and use such facilities, but rather which age cohort historically drives demand.

Consistent with an older than average median age profile there are 940 households in NBP that do not have any children. There appears to be an equal distribution of families that have either one



child (120 households) or two children (110 households). Lastly there are 40 households that have three or more children.

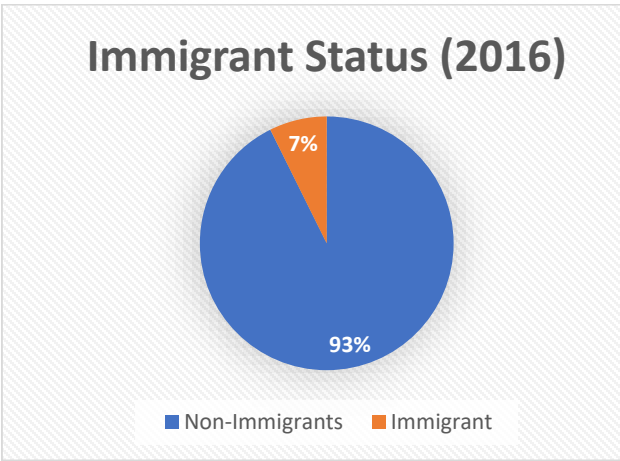
Languages Most Often Spoken



English is the dominant official language with 99% of residents speaking it most at home. Only 5 households identify that French is spoken most in the home while 45 residents speak other non-official languages. There were no reports of aboriginal languages being dominant at home. This demographic characteristic is helpful in determining communication, promotional, and signage preferences. It also serves as an indicator of the Municipality’s level of diversity.

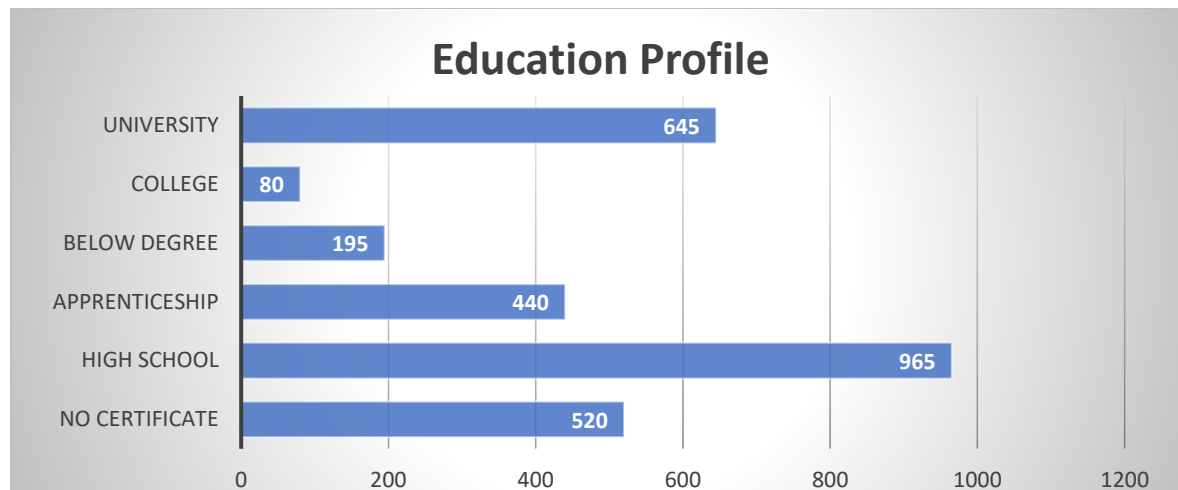
Immigration Status

The immigration profile for NBP consist of 93% non-immigrant status with 7% (600 residents) reporting immigrant status. Of these, 455 residents reported immigration prior to 1981. This suggests a relatively non-diverse community profile which is an indicator of interest in traditional individual and family activities. Regarding visible minorities, census data cites that there are 25 Black residents, 15 South Asians, 10 Arab, and 10 who are of Chinese descent.



Education Profile

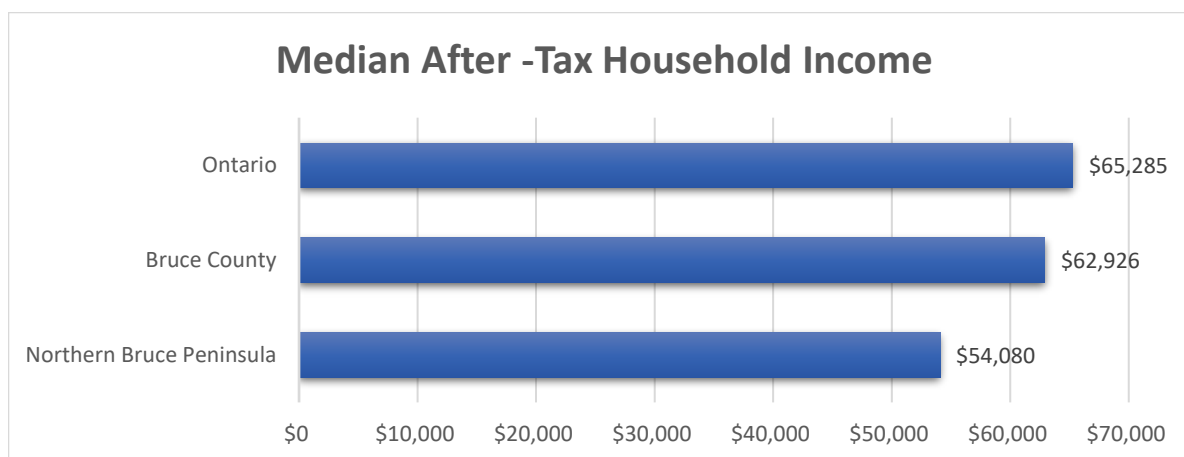
Eighty one percent of residents have a high school education or greater. Just less than half of residents (48%) have post-secondary education or training with 47% of them having attended university.



Median After-Tax Household Income

Affordability of user fees is one of the more significant barriers to participation along with transportation. Understanding household income is an important indicator to the municipality as it relates to determining fees and affordability of its parks and recreation services. The median after-tax income for households in NBP is \$54,080. It is lower than that of Bruce County and of the provincial average.

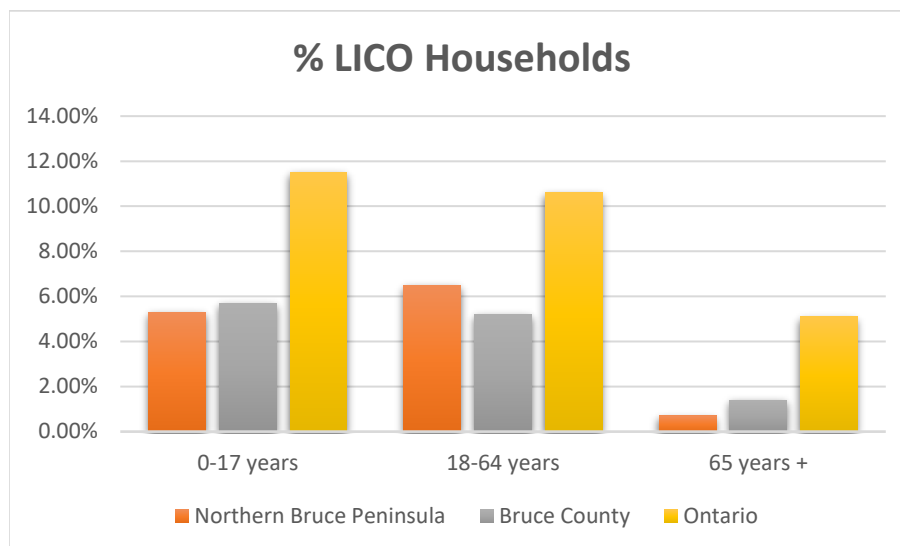
In simple terms, households in NBP have \$8,846 less than the average household in Bruce County to spend on discretionary and non-discretionary expenses. This would suggest that the Municipality should not use regional averages for pricing its services for residents.



LICO Household Comparison

Equally important to information on after-tax household income, is the percentage of LICO Households. The Low Income Cut Off (LICO) is characterized as those households whereby most of the household income is allocated to basic living expenses (food, housing, basic services). As such, there is a greater need to provide direct financial assistance to such households to facilitate participation in parks and recreation activities.

The census data illustrates that adults represent the greatest age cohort in NBP that live in LICO households. The percent of low-income families within this age cohort is slightly higher than the



County yet significantly lower than the provincial numbers. The percent of children aged 0-17 years is slightly lower than the County and significantly lower than the province. There are fewer adults 65 years of age and older living in LICO households (0.7%). Slightly lower than the County and significantly less than the province.

Overall, the Municipality could consider allocating greater individual subsidy dollars to children and adults up to 65 years of age.

Findings – Demographics

- NBP is estimated to grow by 700 net new residents over the next 10 years, an average of 70 residents per year.
- NBP has a higher-than-average median age of 60.4 years which is trending to increase over time.
- The percent of children and youth under the age of 19 is 11.1 % which is below the provincial average of 23%.
- The largest age cohorts are between the ages of 55 to 74 years representing 46.5% of the population.
- NBP has a large geographical area with residents dispersed throughout its area.
- Lion's Head is the largest populated area in NBP
- The age profile of the Municipality is consistent with that of Bruce County.
- Most residents are in an adult relationship.
- Most households (940 or 77.6%) do not have children, while 22.4% of households contain one or more children.
- English is the dominant language spoken in 99% of households.
- NBP has a low immigration profile with 7% reporting immigration status with the majority of those having immigrated prior to 1981.
- 48% of residents have a high school education or greater.
- The median after-tax income of households in Northern Bruce Peninsula is \$8,846 less than the County average.
- The number of children, adults and older adults living in LICO households is relatively low as compared to the provincial average.

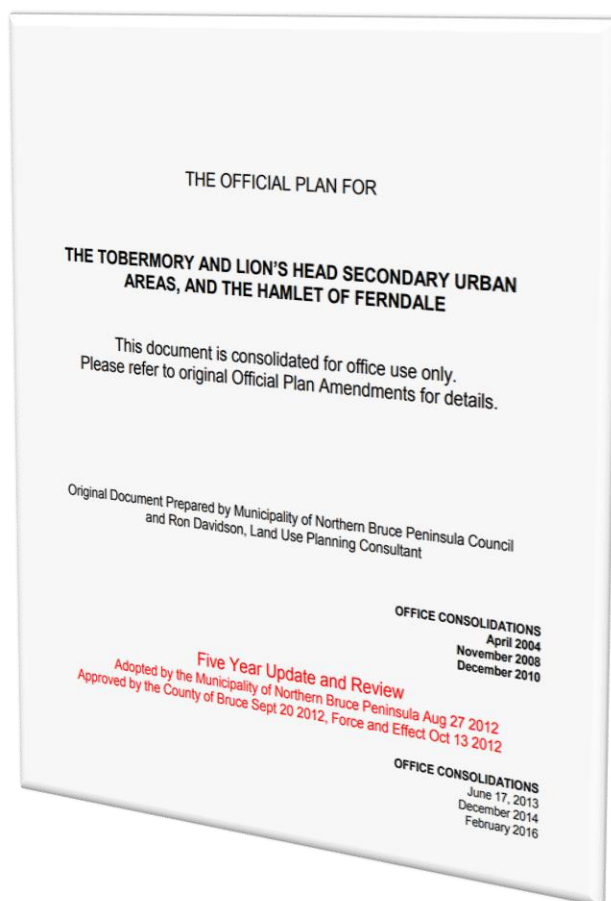
PLANNING POLICY CONTEXT

The purpose of this section is to ensure that the outcome of the Parks and Recreation Master Plan and the Lion's Head Revitalization Study are aligned with overarching planning policies of the Municipality of Northern Bruce Peninsula. To this end the literature review included the following documents:

- **Official Plan for Tobermory, Lion's Head and Ferndale**
- **Bruce County Official Plan**
- **Strategic Plan**
- **Service Delivery and Modernization Review**
- **Parks and Recreation Master Plan – 2012**
- **Multi-Year Municipal Accessibility Plan**

Only relevant information to the project have been extracted for the purpose of this review.

Official Plan for Tobermory, Lion's Head and Ferndale



The County of Bruce Official Plan is the regional Plan guiding development throughout the entire County, but also acts as a local plan for most local municipalities for areas outside of designated settlement areas and the shoreline development designation. It establishes policies to guide development on matters such as agriculture, aggregate extraction, the location and hierarchy of settlement areas, shoreline development, and broad urban development policies. The County Plan permits lower-tier municipalities to establish policies for matters of local interest and which conform to the goals, objectives, and policies of the County. The Official Plan for Tobermory, Lion's Head and Ferndale provides local policy direction for development within Tobermory, Lion's Head and Ferndale.

The purpose of this section is to highlight the relevant local Official Plan implications for the Lion's Head Waterfront Revitalization Study as well as the Parks and Recreation Master Plan to ensure policy alignment.

The consultants have extracted related excerpts from the Official Plan for the Tobermory and Lion's Head Secondary Urban Areas, and the Hamlet of Ferndale. The subsequent section will do the same with the County of Bruce's Official Plan which covers the balance of the municipality.

1.8 MAJOR COMMUNITY GOALS

- a) To create a positive economic climate to create a wide range of employment opportunities.
- b) To protect the natural environment, in order to ensure future economic growth.
- c) To provide that any development proceeds in a logical, progressive and economically sound manner.
- d) To provide quality services to its residents, recognizing that services must be provided in a fiscally responsible manner, and shall always be restrained by taxation and funding.
- e) To work with the private and public sector to develop a common theme for building construction and appearance that enhances the appearance of the harbour areas, the downtowns, and the commercial areas along the Provincial Highway and County Roads.
- f) To improve opportunities for persons with disabilities and to provide for their involvement in the identification, removal and prevention of barriers to their full participation in the life of the Municipality.
- g) Encourage linkages of the footpath of the Bruce Trail in an optimal location as close to the Escarpment as is feasible.

3.1.1 Goals

- a) To recognize Tobermory and Lion's Head as the two primary settlement areas in

the Municipality and the most logical location to direct population growth and community services.

- b) To continue the detached residential development pattern, and provide opportunities for other higher density residential forms on the appropriate services.
- c) To continue to provide an affordable supply of housing to meet the current and future needs of all segments of the Municipality.

3.1.2 Actions

- f) To require new residential developments to provide pedestrian and bicycle links between the residential areas, the downtowns and the harbour areas.

3.2.1 Goals

- a) Promote Tobermory, Lion's Head and Ferndale as the central commercial service areas in the Municipality.
- b) Maintain and enhance the downtowns of Tobermory and Lion's Head as the economic focus of the Municipality, while ensuring that the historic village nature of these two downtowns is protected from inappropriate land uses.
- c) Develop a more diverse commercial and industrial base outside of the two downtowns.

3.2.2 Actions

- a) Promote vibrant, compact, viable and mixed-use downtown commercial cores in Tobermory and Lion's Head.
- b) Work with the public and private sectors in the downtowns and harbour areas to improve these areas as tourist destinations that are pedestrian oriented.
- c) Continue efforts to provide improved parking in the downtown core areas of Tobermory and Lion's Head. Such endeavors may require the expenditure of public funds for parking improvements.
- d) Provide through the Comprehensive Zoning By-law opportunities for accessory residential uses in conjunction with commercial uses in the commercial areas.

- e) Provide a range of commercial development opportunities by providing lands for development along Highway No. 6 in Tobermory in proximity to the downtown core, along new service roads in Ferndale and in existing designated areas in Lion's Head, in each case using a planned approach aimed at limiting the impacts of strip development.

3.2.3 Downtown / Harbour Commercial

The Downtown / Harbour Commercial areas in Tobermory and Lion's Head contain the majority of retail and service activities within the Municipality.

3.2.3.1 Goal

Develop a long-term improvement programme for the downtown / harbour areas within Tobermory and Lion's Head, making these areas a pedestrian friendly tourism destination.

3.2.3.2 Actions

- a) Provide opportunities through the Comprehensive Zoning By-law and other regulations for a mixture of commercial and residential uses in the downtown / harbour areas.
- b) Maintain through zoning, site plan control and other regulatory measures, the historic charm of the downtown / harbour areas.

3.2.3.4 Policies

- a) The Municipality shall promote the infilling of vacant lots and the use of vacant space above and behind commercial structures for commercial and accessory residential uses within the lands designated Downtown / Harbour Commercial as a means of creating compact downtown / harbour cores.
- b) Development and redevelopment within the Downtown / Harbour Commercial designation shall have a maximum height of three (3) stories. Development will be encouraged in a tiered fashion, as shown on Schedules 'D' and 'E' to this Plan, in order to maintain the vistas of the harbour areas. This shall be implemented through progressive height requirements in the Zoning By-law.
- c) Development and redevelopment within the Downtown / Harbour Commercial designation shall be consistent with the "Streetscape Guidelines" and the "Spruce the Bruce Toolkits" adopted by the Municipality.
- d) The expansion of any existing commercial uses on private septic systems shall be

permitted, provided all engineering requirements regarding private septic systems are met. A report shall be prepared by a qualified professional and shall be reviewed by the Municipality and other appropriate agencies. The report must indicate that any proposed expansions can be safely accommodated on private septic systems.

e) It shall be a policy of the Municipality to require all development and/or redevelopment to provide adequate off-street parking and loading facilities and further, that access to the parking areas be limited in number and designed to ensure traffic safety.

Where it is impossible for adequate off-street parking to be provided by the owner of the building being developed or redevelopment within the downtown commercial core, the Municipality shall enter into an agreement with the owner to provide for the payment of cash-in-lieu of parking. In an effort to improve downtown traffic congestion and parking problems, the Municipality shall continue efforts to improve public parking in Tobermory and Lion's Head.

f) Off-street parking, drive-ways and/or loading areas adjacent to residential uses shall be suitably screened or buffered through the use of fences, or other appropriate landscape treatment.

g) All development and redevelopment proposals in the downtown area shall take into consideration, at the site planning stage, provisions for pedestrian and bicycle access.

h) Require as a condition of development and redevelopment the dedication of a right-of-way for the extension of the harbour boardwalk in Tobermory to Wireless Bay.

3.2.3.5 Special Policy Area No. 2 – Lion's Head

In the area of Lion's Head immediately abutting the harbour where municipal sewers are not available, permitted new commercial uses should be those that generate only domestic waste (human and/or food effluent). Examples of such uses that complement the recreational/tourist nature of the harbour may include retail uses, marine uses such as boat rentals, cruise boat and fishing charters, restaurants, hotels, motels, inns, public uses and other similar uses. Residential uses accessory to permitted commercial uses shall be also be permitted. Only these uses shall be identified in the Zoning By-law.

3.3 COMMUNITY FACILITY

There is a range of community services located in Northern Bruce Peninsula that enhance the

role of the community as a central service provider for tourists and residents of the Peninsula. These facilities draw people to the area and also provide employment opportunities.

3.3.1 Goal

Maintain and enhance the existing service centre function of Ferndale, Tobermory and Lion's Head.

3.3.2 Actions

- a) Promote the use of government, park, school facilities as community facilities and multi-use facilities.
- b) Encourage the establishment of regional and community facilities and programs which address the changing needs of the Community to locate within Tobermory and Lion's Head.
- c) To ensure that the location of new community facilities in such a way as to provide the optimum pedestrian, bicycle and vehicle access between the downtowns and public facilities.
- d) Water and Sewage services shall be in accordance with [Section 4.2](#) Municipal Services.

3.3.3 Permitted Uses

The Community Facility designation shall permit uses associated with health, welfare and education purposes, such as hospitals, schools, public libraries, places of worship, day nurseries, fraternal association halls and other similar places of assembly, funeral homes, farmers markets, arenas and similar public recreation facilities, government information services and offices, sewer and water facilities, police or fire stations, public utilities and related uses and activities.

Ancillary commercial and industrial uses shall also be permitted on the Tobermory Municipal Airport lands.

3.3.4.2 Establishment of New Facilities

It shall be the policy of the Municipality that the following criteria be satisfactorily

addressed by all new Community Facility proposals:

- a) new community facilities shall be designed and located so as to allow for the shared use of the facility.
- b) that the proposal is of a scale which is compatible with surrounding uses and should be able to function as a focal point for the neighborhood or community;
- c) that the anticipated level of vehicular traffic is taken into consideration, as well as pedestrian links between the facility and the Downtown and public facilities.
- d) that the proposed site is located within close proximity to necessary support community facilities;
- e) the site area is adequate to accommodate buildings, future expansions, accessory off-street parking and landscaping;
- f) adequate buffer, planting or fencing shall be established between community facility land uses and adjacent land uses.
- g) commercial and industrial developments associated with the Tobermory municipal airport shall be permitted subject to the development criteria in the Space Extensive Commercial / Industrial designation.
- h) In addition to all other policies contained within this Plan, development within the Community Facility designation shall have specific regard for the policies of [Section 4](#) of this Plan.

3.4 NATURAL AREAS

Tobermory and Lion's Head are located at the end of one of the most beautiful natural settings in the world. The Niagara Escarpment, Georgian Bay, Lake Huron, the harbours and the general sense of natural open space serve as constant reminders of the importance environment and all it has to offer.

From an economic development perspective, the Municipality recognizes the natural environment as its most important asset. The focus of the Natural Areas policies in this Plan is aimed at sustaining these natural areas to ensure enjoyment by future generations.

The Natural Area designation also applies to lands that have hazardous features that present restraints to development and to lands that are designated Escarpment Natural Area and Escarpment Protection Area in the Niagara Escarpment Plan Area. Such areas include flood prone lands and shorelines, organic and unstable soils, steep or unstable slopes and swampy, low lying and marshy areas.

3.4.1 Goal

- a) Play a lead role in the maintenance and enhancement of the natural environment to ensure that the ecological functions remain intact for future generations.
- b) Protect and preserve land having inherent physical and environmental constraints to development, in order to avoid potential danger to life or property from the use of such lands.

3.4.3 Permitted Uses

On lands designated Natural Area, permitted uses shall be limited to open space uses not requiring closed buildings or major alterations to the landscape, conservation, passive outdoor recreation, public parks, and essential public utilities. Other uses may proceed only by amendment to this Plan.

[Section 4.1](#) Environmental Review provides policies to review development proposals within and/or adjacent to the features identified below.

In some instances, the Natural Area designation falls within the Escarpment Natural or Escarpment Protection designation of the Natural Escarpment Niagara Escarpment Plan. In these cases, permitted uses shall be in accordance with the uses permitted for the Niagara Escarpment Plan designation.

3.5 RECREATION & OPEN SPACE

Due to the existence of the Federal and Provincial Park systems, the Municipality has not traditionally been relied upon to provide large amounts of open space or parklands for public recreational activities.

The Municipality does offer a few waterfront parks, including the sandy beach in Lion's Head, and also operates a camping facility of about 40 sites. Furthermore, the Municipality also has marinas in Tobermory and Lion's Head. This notwithstanding, as the permanent population and demands of the tourism market increase, the Municipality recognizes that efforts need to be taken to improve public waterfront access and recreational opportunities.

3.5.1 Goals

To provide a broad range of recreational opportunities for all residents and visitors by:

- a) Continuing to provide capital improvements to the existing public parklands within the Municipality and ensuring that the public has access to these lands over the long term.
- b) Developing new public waterfront land in the Municipality.

3.5.2 Actions

- a) Attempt to locate new park and open space areas in locations that serve both the traveling public and the residents of Northern Bruce Peninsula.
- b) Promote the protection of lands that provide scenic vistas or have important natural qualities.
- c) Improve existing public waterfront park and boat launch facilities.
- d) Develop an overall park plan that guides public expenditures and improvements in the waterfront park, which includes an evaluation of the costs/benefits of camping vs. open space uses in the park.
- e) Water and Sewage services shall be in accordance with [Section 4.2](#) Municipal Services.

3.5.3 Permitted Uses

In areas designated Recreation & Open Space, the predominant use of land shall be oriented towards active and passive recreation and conservation activities. Permitted uses shall include public parks, pedestrian walkways and bicycle paths, playgrounds, picnic areas, swimming pools, sport fields, community centres, arenas, incidental village fairs or circuses, farmers, artisans or craft markets, marinas, tourist information centre, museum, cemeteries, commercial tour or diving boat services and tour boats, municipality owned camping facilities and other similar public recreation uses. Permitted uses of Federal park lands designated as Open Space are subject to the Federal Parks Management Plan, which takes into account the parks and open space system policies of the Niagara Escarpment Plan.

3.5.4 Policies

- a) It shall be the policy of the Municipality to develop and maintain a system of parkland and recreation facilities necessary to meet the varied needs of the community.
- b) The establishment of future parkland shall, wherever feasible, be coordinated with the School Boards, Parks Canada and other community users in order to achieve the

integration of facilities and to maximize the recreation opportunities and use of the facility.

3.5.5 Parkland Dedication

a) It shall be the policy of the Municipality to require the dedication of parkland, in accordance with the Planning Act, for all developments, redevelopments and plans of subdivisions. These lands shall be suitable for use as municipal parkland and shall be assessed based on meeting one or more of the following criteria:

- i) the lands are located near or adjacent to established parks, schoolyards, natural areas or storm water management areas;
- ii) the lands are within easy walking distance of the residential neighbourhood to be serviced;
- iii) the lands have adequate street frontage to provide for visibility and safety; and,

b) The Municipality may accept additional lands over and above the parkland dedication required under the Planning Act and may incorporate these lands into its park system. Such lands may include:

- i) storm water management areas;
- ii) lands having environmental or physical conditions which render them unsuitable for development; and,
- iii) lands which important scenic vistas or possess unique natural qualities.

3.5.6 Cash-in-lieu of Parkland

a) The Municipality may require cash-in-lieu of parkland, as provided for in [Section 42](#) of the Planning Act, under the following circumstances:

- i) the amount of parkland to be dedicated in accordance with the Planning Act is of insufficient size to be usable for normal public recreational activities;
- ii) the neighbourhood is adequately serviced by existing municipal parks or open space;
- iii) the Municipality wishes to combine the parkland dedications of a number of small developments in order to provide for one large park; and,
- iv) the required dedication would render the remainder of the site unsuitable or

impractical for development.

- b) Cash-in-lieu of parkland payments shall be placed in a separate account and used for the acquisition or development of parkland within the Community.

3.8 NIAGARA ESCARPMENT POLICY AREA

An overlay entitled Niagara Escarpment Plan Area is included on Schedules 'A' (Tobermory), 'B' (Lion's Head) and 'C' (Ferndale) to this Plan. The intent of the overlay is to identify lands within the boundaries of the Niagara Escarpment Plan and to permit development in accordance with the Niagara Escarpment Plan and this Official Plan.

3.8.1 Goal

To permit development in accordance with the land use policies of this Plan to the extent that such development complies with the Niagara Escarpment Plan.

3.8.2 Actions

- a) Permit and regulate the establishment of new uses and changes to existing uses that are consistent with the Official Plan and the Niagara Escarpment Plan through the Comprehensive Zoning By-law or through Niagara Escarpment Development Control, whichever is applicable.
- b) Require circulation of all new development applications within the policy overlay area to the Niagara Escarpment Commission for its review.

3.8.3 Policies

Lands within the Niagara Escarpment Plan Areas as illustrated on Schedules 'A', 'B' and 'C' are subject to the goals, objectives, policies, permitted uses and development criteria of the Niagara Escarpment Plan.

4.1.12 Great Lakes Shoreline Flood Plain

- a) The limits of the Great Lakes shoreline flood plain shall be defined based on the Regulatory Lake Flood Standard which is equal to the 100 year lake flood level plus a

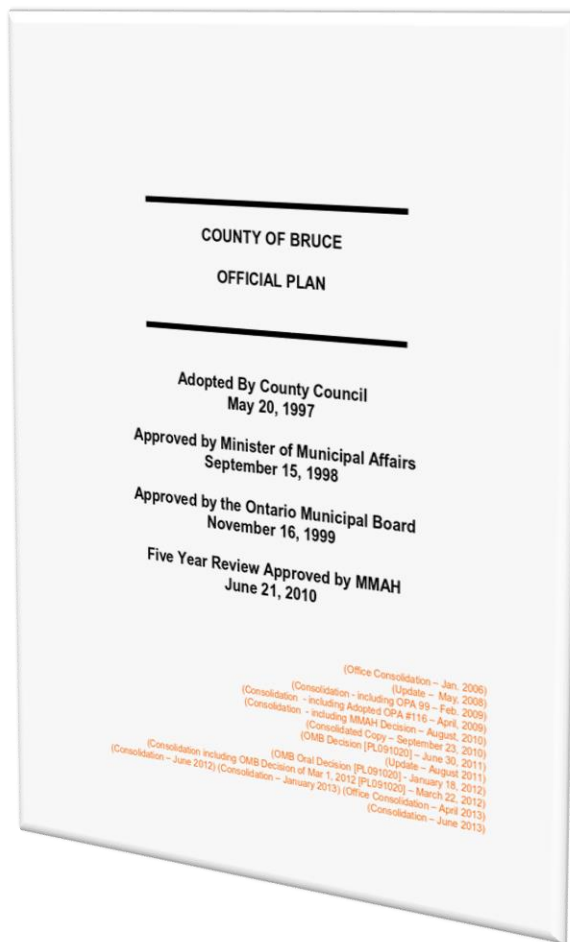
setback allowance for wave uprush. In the absence of surveyed contour mapping and site specific wave uprush calculations a 15 m setback from the established 100 year flood line / hazard designation shall be the setback allowance for wave uprush and other related water hazards.

4.5 HERITAGE CONSERVATION

The Municipality of Northern Bruce Peninsula contains heritage resources that reflect the prehistoric and marine heritage of the community.

4.5.1 Goal

Ensure the Municipality's heritage resources are documented and conserved in a responsible manner. Heritage resources include archaeological sites; buildings and structural remains of historical, architectural, and contextual value; and cultural and heritage landscaped of historic and scenic interests.



3.2 VISION

.1 The Vision is a statement designed to provide direction for the goals, values and actions adopted in future initiatives within the County over the next twenty years.

.2 The Vision for the County of Bruce is one which:

***Protects the quality of life
of Bruce County while
ensuring the growth of
sustainable communities
based upon diverse
economic opportunities,
which respect the natural
environment.***

3.4.1 County Goals

3.4.1.1 Physical

- i) Ensure that land and resources within the County are utilized efficiently and effectively and in an environmentally sound manner that supports the County's Vision Statement; and
- ii) Encourage orderly physical, social, environmental, and economic development in conformity with the goals, objectives and policies of this Plan.

3.4.1.2 Transportation

- i) Develop adequate and appropriate transportation systems and facilities that move people and goods in a safe, environmentally responsible and economically efficient manner within the County, and between the County and other areas.

3.4.1.3 Environmental

- i) Protect and preserve in their natural state, those areas within the County that are ecologically significant;
- ii) Encourage the restoration to a natural state, lands that have been abandoned, neglected or degraded; and
- iii) Protect and enhance air, land and water quality.

3.4.1.4 Social

- i) Maintain the small community environment and enhance the quality of life in Bruce County;
- ii) Ensure the provision of educational, social, recreational, health and cultural facilities and services to meet the needs and resources of County residents;
- v) Encourage a co-operative and mutual approach to social and land use planning issues with the First Nation Communities.

3.4.1.5 Economic

- i) Provide opportunities for the continued development of a diverse, sustainable and viable economic base within the County, which is compatible with the natural environment;
- ii) Strengthen the industrial and commercial base of the County;
- iii) Recognize the interest in and importance of economic growth of the County;
- iv) Recognize, promote and strengthen tourism as a viable, vital component of the County economy; and recognize, promote, and strengthen the agricultural community as a viable and vital component of the County's economy;
- v) Promote energy generation as a viable form of economic development including, but not limited to, nuclear, renewable alternative and green energy supply.

4.6.5 Recreational Trails

- 4.6.5.1 If railway rights-of-way are not required for transportation purposes then the County Council will encourage their conversion to other public uses, which may include multi-use recreational trails and utility corridors.
- 4.6.5.2 County Council encourages the development of recreational trails including hiking trails, canoe routes, the Bruce Trail, biking, skiing and snowmobile trails. In this regard, County Council encourages local municipalities, to determine if the provision of trail linkages, as part of a new development, would facilitate the development of a comprehensive trail system throughout the County. County Council also encourages the local municipalities to permit trails throughout the rural area, without requiring an Amendment to the Zoning By-Law. Consideration of the compatibility of the proposed trails and the adjacent uses should be included as part of any conversion.

4.6.7 Harbours

- 4.6.7.1 County Council will encourage a continued program of improved recreational and commercial harbour facilities along the Lake Huron and Georgian Bay shorelines.

4.7.5.5.1 Secondary Urban Communities Designation

- ☐ Tobermory
- ☐ Lion's Head

4.9 COMMUNITY FACILITIES

4.9.1 General Policies

Facilities for such purposes as education, culture, the arts, heritage and religion, health facilities, municipal and public administrative facilities, and community facilities for such purposes as day care centres shall be permitted in appropriate locations visible and accessible to the residents of the County.

4.9.2 Locational Guidelines

Specialized community facilities such as museums and community colleges and regional community facilities such as hospitals, places of worship, high schools and major community centres, which serve the entire, or a large proportion of the County's population should be situated in accordance with the following criteria:

- i) Should demonstrate there is a need for the proposed facility;
- ii) Strategically located in order to minimize travel time and be readily accessible;
- iii) Generally located within Primary, Secondary or Hamlet Areas;
- iv) Protected and separated from incompatible uses and utilize proper buffering measures where required;
- v) Located on a site adequate to accommodate buildings, future expansions, accessory parking and landscaping;
- vi) Have access to major traffic thoroughfares;
- vii) Combined, where possible, with open space and other institutional uses;
- viii) An appropriate level of water supply and sewage disposal is available;
- ix) There is no reasonable alternative location which would avoid locating on agricultural areas; and,
- x) Shall meet the requirements of the Minimum Distance Separation Formulae

4.10 HERITAGE

In cases where archaeological resources involve First Nations heritage sites or burial grounds, the First Nations shall be consulted regarding the manner in which these resources and features are to be dealt with.

4.11 ENERGY CONSERVATION AND DEVELOPMENT

It is the policy of County Council, when considering development or redevelopment, to encourage, where practical, measures which lead to the conservation of energy resources. These measures may include:

- i) Maintaining a reasonably compact urban form;
- ii) Establishing efficient pedestrian and vehicular transportation networks;
- iii) Providing neighbourhood services and facilities in proximity to residential development to reduce vehicular travel;
- iv) Avoiding development which results in extensive loss of sunlight to adjacent land uses;
- v) Encouraging the energy-efficient design of buildings;
- vi) Encourage the use of energy efficient appliances, heating and cooling systems, low water bathroom facilities, and other innovative technologies;
- vii) Allowing for the placing of buildings on lots to encourage passive solar energy gain;
- viii) Incorporating district heating, solar and wind energy and similar designs into residential, commercial, institutional and industrial development; and,
- ix) Incentives for the use of energy efficient technology.

4.15.8 Community Facilities

In addition to Section 4.9 [Community Facilities] community facilities are not permitted in the Escarpment Natural Area or Mineral Resource Extraction Area of the Niagara Escarpment Plan. Institutional uses may be permitted in the Escarpment Protection Area and Escarpment Rural Area designations, provided that they are of a small scale and service the local community.

5.2.3 Secondary Urban Communities

5.2.3.1 Area of Application

The Secondary Urban Communities designation applies to: Tobermory, Lion's Head, Allenford, Elmwood, Hepworth, Kincardine Lakeshore, Huron-Kinloss Lakeshore, and Sauble Beach (partial serviced area only).

5.2.3.2 General Policies

5.2.3.2.1 It is the policy of County Council to encourage and strengthen the role of Secondary Urban Communities as local service centres and in some instances tourism/recreation centres accommodating a more limited range of residential, tourism, economic and social services and facilities than those provided by the Primary Urban Communities.

5.2.3.2.2 It is the policy of County Council to direct a lesser amount of the anticipated permanent population growth to Secondary Urban Communities.

5.2.3.2.3 It is the policy of County Council that all Secondary Urban Communities shall ultimately be serviced with Municipal water supply and distribution, and sewage collection and disposal systems. In the interim, the policies of Section 4.7.5.5 [Servicing – Secondary Urban Communities, Hamlet, Rural Recreational, Inland Lake and other Identified Designations] shall apply.

5.2.3.2.4 It is the policy of County Council that local Official Plans be prepared for Secondary Urban Communities. Such Plans shall deal with the same matters as the local Official Plans for Primary Urban Communities, as outlined in Section 5.2.2.4 [Local Official Plans].

5.2.3.2.5 It is the policy of County Council that until such time as local Official Plans are prepared, the following policies shall guide development in the Secondary Urban Communities. To the extent necessary to ensure implementation of the intent of this Plan, the following policies shall also apply after the local Official Plans have been prepared.

5.2.3.3 Permitted Uses

5.2.3.3.1 The permitted uses shall include a variety of residential, home occupations, commercial, industrial, recreation/open space, institutional facilities, Hazard Land Areas and transportation facilities.

5.2.4 Hamlet Communities

5.2.4.1 Area of Application

The Hamlet Communities designation applies to:

Alvanley	Dobbinton	Millarton
Amberley	Dyer's Bay	North Bruce Park Head
Arkwright	Eden Grove	Pine River
Armow	Elsinore	Pinkerton
Barrow Bay	Ferndale	Purple Valley
Belmore	Glamis	Riversdale
Bervie	Greenock	Scone
Burgoyne	Holyrood	Spry
Carlsruhe	Kinloss	Underwood
Cargill	Kinlough	Whitechurch
Chepstow	Mar	
Clavering	Miller Lake	

5.2.4.3 Permitted Uses

- i) Detached, semi-detached and duplex residential uses.
- ii) Home occupations
- iii) Community facilities in accordance with Section 4.9 [Community Facilities];
- iv) Publicly owned conservation and/or open space;
- v) Publicly owned facilities;
- vi) Dry industrial uses;
- vii) Commercial uses limited to: (a) those serving the day-to-day needs of the residents of the Hamlet Community and the immediate surrounding area; (b) those serving the surrounding agricultural community and rural residents such as farm implement dealerships, veterinary clinics and other similar uses directly related to and supportive of agriculture; and, tourism related commercial uses such as 'country inns'.

5.3 RURAL RECREATIONAL AREA

Introduction

- 5.3.1 Much of the Rural Recreational Area along Lake Huron and Georgian Bay has already been developed by way of seasonal and permanent residential uses, and, to a limited extent resort related commercial uses. Much of the remaining Rural Recreational Area that is currently undeveloped is subject to environmental constraints.
- 5.3.2 The land designated on Schedule 'A' as Rural Recreational Area has, for the most part, not been subject to intensive site evaluations. Consequently the designation of land as Rural Recreational Area is no assurance that any given land is suitable for development. New developments proposed within the designation shall be reviewed using a cautionary approach, with attention being given in particular to the impacts of new developments on the natural environment.
- 5.3.3 The goals and objectives of this Plan encourage the development of a four season tourism industry, the continual improvement to tourism related facilities in the County, and the provisions of land for new residential growth opportunities. However, new development proposals within the Rural Recreational Area shall be assessed on their individual merits and should site conditions be unable to support sound, planned development, new proposals may be refused.

5.3.1 Objectives

- i) Promote the existing function of the Rural Recreational Area as a principal area of the County for tourism and recreation, while providing for limited commercial development, and providing for seasonal and permanent residential development;
- ii) Increase and improve the amount of public access to waterways;
- iii) To protect the natural environment of the Rural Recreational Area including fish habitat;
- iv) To ensure that new development is compatible with existing land uses; and
- v) To promote the upgrading and expansion of existing commercial/tourism related facilities in order to provide a wider range of quality tourism experiences.

5.3.5.3 Subdivision Policies

- a) As a prerequisite for non-waterfront lot development, the developer shall be required to provide adequate, usable water access to the lakeshore or to provide funds for the improvement of existing public access points to the waterfront.
- b) Adequate, usable water access shall involve the dedication of improved waterfront lands by the developer to the municipality to be used as public open space. Adequate waterfront access refers to an area or areas

that may have boat launching facilities, rest area facilities, parking facilities and swimming facilities. Alternately, adequate waterfront lands may consist of open space or natural areas suitable for passive recreation. In some circumstances, waterfront access may already exist in the area of the development. In these cases, the municipality may require a cash-in-lieu payment, with monies to be used for the improvement of existing waterfront park facilities.

- viii) In designing waterfront open space areas within a plan of subdivision, consideration shall be given to other waterfront open space areas in the vicinity and, the provision of pedestrian, bicycle and vehicular linkages to these areas.
- ix) All services required as a result of the development of residential lots shall be constructed to municipal standards.

Future Study Waterfront Study

It shall be the intention of this Plan to direct the Township of Lindsay in initiating a waterfront study for the shore within the Dyers Bay Hamlet. This Study shall encompass the lands identified under Policy Area 1 and 2 and should cover such issues as:

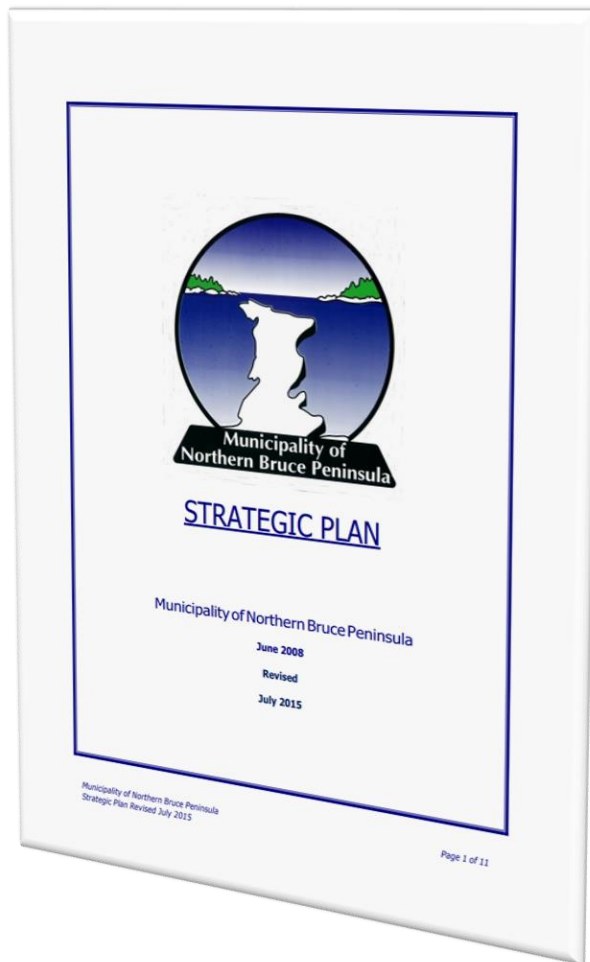
- a) A plan for public access to the waterfront;
- b) A plan for public parking along the waterfront.
- c) A review of water quality; and,
- d) Utilization and rehabilitation of the existing area or extractive resource development.

Such a study should become a priority of the Township of Lindsay should involve input from the Dyers Bay Resort Association.

5.14.4 Escarpment Recreation Areas

Within the Niagara Escarpment Plan Area, the County Official Plan designations for Rural Recreational Area and Inland Lake Development Area are based on their designation as Escarpment

Recreation Area within the Niagara Escarpment Plan Area, with the exception of Colpoys Bay which is designated Minor Urban Centre (Schedule D). The objectives of the Escarpment Recreation Area are to minimize the adverse effects of recreational activities on the Escarpment environment, and to ensure future development is compatible with the cultural and natural heritage values of the area. For the Rural Recreational Area, the Escarpment Recreation designation may extend inland to permit new development in a planned group provided that it does not encroach upon the Escarpment Natural Area or Escarpment Protection Area and does not exceed approximately 200 metres in depth measured from the high water mark.



The Municipality of Northern Bruce Peninsula is working from a Strategic Plan that was first developed in 2007. In 2015, Council revisited the 2007 Plan to determine if the Vision and Priorities were consistent with their current objectives. It was determined that the 2007 Plan remained relevant and only required revisions to the Action Plan and Accomplishments section of the Strategic Plan. As such, new Actions that were tied to the previous strategic priorities were added to form the 2015 Strategic Plan.

Council continues to use the 2015 Strategic Plan to guide their priorities and actions.

Vision - *To provide a safe, progressive municipality committed to sustainable growth and providing a welcoming, diverse and environmentally sustainable community enhancing the quality of life for all.*

The Municipality of Northern Bruce Peninsula's Strategic Priorities are;

- #1 – To maintain a well-managed and fiscally responsible municipal government.*
- #2 – To conserve and protect our unique natural environment while encouraging well-managed growth.*
- #3 – To enhance the health, safety, and education of our community.*
- #4 – To develop and promote cultural and recreational opportunities.*
- #5 – To encourage citizen involvement.*
- #6 – Develop and implement economic development strategies for the Municipality.*

One of the action identified in the 2007 Strategic Plan was to “develop a Recreation Master Plan”. This action was completed in 2012 by Monteith Brown Planning Consultants who were contracted to develop a Parks and Recreation Master Plan. By 2015 the Strategic Plan identified that the following recreation facility upgrades were completed resulting from the recommendations in the Master Plan:

- Tobermory ball diamond lights.
- accessible playground equipment at various locations.
- new arena boards and upgrades to refrigeration equipment.
- Preliminary design layout for proposed Lion’s Head Community centre expansion including accessible change rooms.
- upgrades to Tobermory and Lion’s Head Harbours.
- Skatepark.
- ski trails Lindsay Tract.
- storage addition Tobermory Community Centre.

Service Delivery and Modernization Review



In 2020 the Municipality completed a Service Delivery and Modernization Review, conducted by Think Best Practice.

The review resulted in a suite of recommendations for the Municipality to consider on a corporate-wide and individual department basis.

Specific to the municipality’ parks and recreation services there were three distinct recommendations identified as follows:

Recommendation 20 – Digital Booking Platform. Implement a digital booking platform with full-service capabilities including payment acceptance.

Business Requirements should include the following features:

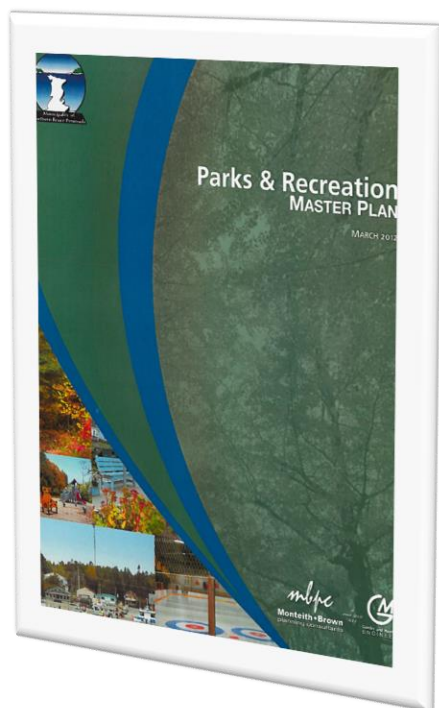
- Facility Reservation & Scheduling, through a platform capable of handling contract management, recurring bookings, and capacity management.
- Online link to MNBP’s website to allow 24/7 information sharing and registration.

- Facility maps, in addition to provide descriptions of services, options, and programs, be able to provide maps and diagrams for campgrounds and marina.
- Attendance tracking and check-in, to allow customers to scan themselves in at the front desk with automated gate access. Manual check-in with staff should remain an option through the system.
- Document management should comply with information privacy legislation AND manage sign and share waivers, contracts, proof of insurance, and other documents and store them in relation to customer account and event.
- Account management with built-in marketing and communication emails plus business intelligence to generate better understanding of seasonal performance and customers' experience.
- Advance customer booking with schedule tracking and reporting with dynamic updates to allow for 24/7 self-service registration and payment processing.
- POS & Store Management, to sell any product, service, or event online or on location.
- Task Management, to send automatic messages to front desks and / or Marina and Camp Site with reminders and instructions.
- Staff & Resource Management, to have a full view in one calendar of all staff resources as related to customer support activities.

Recommendation #21 - Use the booking application when processing walk-in and / or phone requests. The platform should be used by staff to enter and process all service requests. Instead of the current manual processes, staff should enter and process directly into the application, link the appropriate account, but using a code to identify that the request was entered by staff.

Recommendation #23 - Add Recreation and Parks maintenance activities to MESH database. Recreation and Parks needs an application to manage its maintenance responsibilities by issuing and tracking work orders. MESH is already set up for similar functions for Public Works.

Parks and Recreation Master Plan - 2012



As identified previously in the Strategic Plan section, the Municipality of Northern Bruce Peninsula completed a Parks and Recreation Master Plan in 2012.

The Master Plan resulted in producing 40 recommendations to be considered over the 10-year time horizon of the Plan. One such recommendation was to complete a subsequent Parks and Recreation Master Plan in 2021/22.

Multi-Year Accessibility Plan

The Municipality's Multi-Year Accessibility Plan identifies several goals related to the Design of Public Spaces over the next 5 years.

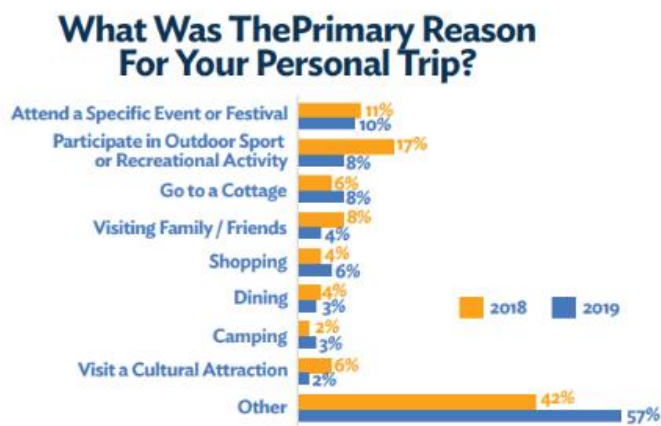
2022-2026 Goals:

- Completion of the Lion's Head sidewalk construction project including the installation of 659 metres of sidewalks and repair of some poured concrete curbs throughout the Village of Lion's Head; sidewalks will be wheelchair, walker, and stroller accessible.
- Place at least one accessible portable washroom in locations where portable washrooms are located and ensure new/renovated washroom facilities incorporate accessible washrooms.
- Consider installing an accessible kayak launch and/or accessible dock at the Lion's Head and/or Tobermory Harbour and investigate funding opportunities
- Place accessible picnic tables in public parks and areas within the Municipality
- Encourage accessible retail spaces
- Install communication boards at the Lion's Head Beach Park and downtown Tobermory area
- Completion of Lion's Head Community Centre/Arena renovations incorporating accessible features and designs in accordance with AODA and Ontario Building Code (OBC) regulations



Bruce County Tourism Report – 2019

According to the 2019 Tourism Report from the County of Bruce, there were over 2.5 million visitors to the County in 2019, that resulted in over 326 million dollar economic impact. Over 95% of visitors plan to return to the County which is up from 90% from 2018.



The most popular reason among visitors was to attend a specific event or festival, while the second most popular driver was to participate in outdoor sports or recreation activity.

The largest number of visitors are from Bruce County and neighbouring Counties of Grey and Huron County at 34%. The majority of visitors at 25% live within Bruce County. An additional 29% come from the Southwest Ontario Region, and 25% from the Greater Toronto Area.

Northern Bruce Peninsula accounts for the largest tourism expenditures within the County of Bruce at 23% or just under \$76 million. The majority of tourism expenditures is on accommodations and food and beverage, however an estimated \$5,415,000 is spent on recreation and entertainment.

Accommodation's expenditures were estimated at \$21,493,000 for the Northern Bruce Peninsula which should result in substantive revenues from the Municipal Accommodations Tax initiative when fully implemented.



Reference – Illustrations extracted from Bruce County Tourism Report - 2019

POLICY REVIEW

The Municipality of Northern Bruce Peninsula has several policies in place that offer assistance to individuals or groups who provide services to residents and are aligned with Council's strategic priorities.

Policies and Procedures for Leasing of Municipal Facilities (By-law No. 2021-24) – provides for the leasing of municipal assets at or below market rate depending on the purpose of the group and the nature of the program or services offered to residents.

Municipal Funding Policy 2021 - provides funding up to \$2,000 for projects that enhance and enrich the community. Council makes all funding decisions based on local needs and priorities and in keeping with Council's approved budget, strategic goals and objectives. Grant funds are intended to support project-based initiatives in the areas of Community Services, Arts and Culture, Social Services, and the Environment. The process has been made accessible and user-friendly by providing fillable application forms that can be submitted on-line. Projects requesting over \$500 are required to make a presentation to Council.

Fees and Charges (By-law No. 2022-01) – fees and charges for the use of recreational and park facilities by residents and groups are set at very affordable levels as compared to other municipalities.

Municipal Facility/Property Alcohol Policy (By-law 2020-04) - the Municipality owns and leases facilities and properties where alcohol consumption is permitted under the authority of an Alcohol and Gaming Commission of Ontario-administered Special Occasion Permit in order to promote a safe, responsible, and enjoyable environment and ensure the health and safety of participants. The Policy outlines the legal role, liability, obligations, and procedural requirements that renters must abide by.

Integrated Accessibility Standards Policy (By-law No. 2021-27) – includes several schedules: Accessible Meeting and Event Guidelines, Employee Individual Accommodation Plan, Emergency Response Plan and Individualized Emergency Response Plan Form, Disruption in Service Notification, Customer Service Feedback Form, and Record of Customer Feedback Form.

Findings – Policy Review

- The municipality has sufficient planning policy documents that inform decision making.
- The municipality's strategic plan is dated.
- The municipality does not have a development charges bylaw.

FACILITY INVENTORY and REVIEW

The purpose of this section is to provide a cursory review of the Municipalities parks and recreation infrastructure. It is primarily focused on the outdoor amenities, with the understanding that the Municipality is intending to undertake a separate Facilities Condition Assessment Review and an Energy Audit. The results of that review will provide needed information that when consolidated with utilization data and needs assessment, will help to inform recommendations related to those indoor facilities.

This review was based on a visual inspection that provides a snapshot of the state of current parks and recreation amenities and assists in flagging the extent of the need for future capital repair and/or revitalization efforts. Observations related to “participation value” is also noted, as in many cases the facilities would benefit from up-to-date features, surfaces and additions that would reach more users of different ages and abilities.

The review has been completed using two different methodologies. For the first section the review was completed by facility/amenity type and covers the following assets:

- **Ice Pads**
- **Community Centres/ Halls/ Meeting Space**
- **Playfields**
- **Play Structures**
- **Pavilions**
- **Youth Facilities**
- **Courts**
- **Parks / Waterfront/ Beach Areas**

Ice Pads

Ice Pads	Location	#	Notes	Condition
Lion's Head & District Community Centre	Lion's Head	1	• single pad arena • ice markings for hockey and curling • adjacent community room with kitchen/snack bar • hall capacity +/- 160 for a catered event	Fair
The single pad arena supports ice activities between September and March including hockey, figure skating, curling and public skating. The assembly space overlooking the ice surface has a full licensed kitchen which supports the hosting of community events, catered meals and special activities that are hosted by various community organizations. The kitchen facility is currently managed by a private operator. The municipality has confirmed plans to expand the community centre itself				Planned revitalization and expansion will result in a “Good” rating.

(not the ice plant) to provide new dressing rooms, a multi-purpose space and to relocate the Branch Library.

Conceptual plans from 2012 are being used as a starting point to assess expansion options. Updated design considerations will be reviewed based upon additional consultation specific to confirming needs and interests for activities to be hosted in this facility. One objective of the expansion includes maximizing year-round use for all ages. The future of the adjacent “Friendship Club” as a stand-alone facility for Seniors will be reviewed as part of the analysis. There is additional land available at this site to support the expansion.

Meeting Space

Meeting Space	Location	#	Notes	Condition
Tobermory Community Centre	Tobermory School Bell Park	1	- community meeting hall with kitchen - ceiling height limits some activities - size limits program options - adjacent Chamber of Commerce - public parking lot (asphalt) with outdoor portable washroom deck (6) - CPTED: None. - lighting on community centre	Fair
Lions Head & District Community Centre	Lions Head	1	community assembly room with small stage overlooking ice pad with kitchen/snack bar (noted in Ice pad description)	Fair
Friendship Club*	Lions Head	1	- adjacent Community Centre - caters to senior activities and programs	----
Stokes Bay Community Centre*	Stokes Bay	1	- Community Centre (older condition – converted from a classic style school house); Wooden Pavilion (Rotary) with concrete surface; small storage shed. - Asphalt parking lot. 1 metal memorial bench, 1 bike rack, 14 wooden picnic tables (3 accessible).	----

			• Lighting on pavilion and Community Centre. • CPTED: None. • Additional/Other: 2 planter boxes for community gardens.	
Pike Bay Community Centre*	Pike Bay	1	• season facility, operated by Pike Bay Community Association • Parking and entrances are not clearly defined • Outdoor space is limited around Community Centre • Site is generally not accessible • Community Centre (classic hall style) - was not open at time of visit • Granular parking lot shared between Community Centre and United Church; approx. 20-25 spaces (not clearly defined) and no designated accessible parking space(s), also overgrown and underused • Lighting on Community Centre building • CPTED: None • Additional/Other: Location of Community Centre is a fair distance off the main roads in more secluded area	----
Rotary Hall*	Lions Head	1	• stand alone facility	----
These stand-alone community-based facilities have historically provided space to host community special events, family activities such as showers and birthday parties, and fund-raising events hosted by community organizations and service clubs. Additional community space also exists in some faith-based facilities. While usage data may have been on the decline in recent years, the COVID-19 pandemic has further reduced the use of these facilities. As expansion plans are considered for the Lions Head & District Community Centre, further discussion and usage data will be needed to understand the impact on future required investment in the stand-alone				

halls as well as the implications of centralizing activities into one location.

*unable to make a visual assessment; facility closed.

Playfields

Playfields	Location	#	Notes	Condition
Softball (lit)	Ferndale Community Centre	1	• adjacent Public Works yard • fenced and lights (low) • no warning track • fence and dugout areas in need of improvement • small wooden bleachers • small storage shed	Poor/Fair
Softball (lit)	Tobermory School Bell Park	1	• adjacent block pavilion • in same area as Chamber of Commerce/Community Centre • fenced and lit • infield in disrepair • no warning track • wooden bleachers	Poor/Fair
Both field facilities are in need of improvements regarding fencing and lighting to meet current standards.				

Play Structures

Play Structures	Location	#	Notes	Condition
Play Structure	Ferndale Community Park	1	• wood (Henderson) play structure with slides • not accessible • sand surface	Fair
Swing set	Ferndale Community Park	1	• dual swing set • sand surface • no accessible swings	Fair
Play features	Ferndale Community Park	1	• school bus feature • spring riders (x4) • rubberized surface • individual climbers, sand surface	Fair/Good
Play Structure/ Swing set	Pike Bay Community Park	1	• wood structure with plastic slide • sand surface	Poor

Play Structure	Stokes Bay Community Centre	1	• Play structure, spring riders (x2), 2 sand boxes (poor condition) (approx. 5-10 years old). • Play area surfacing is pea gravel. • Not accessible	Fair
Play Structure	Tobermory School Bell Park	1	• wood structure with tube slide and regular slide • pea gravel surface between pavilion and Court area • Not accessible	Poor
Swing set	Tobermory School Bell Park	1	• pea gravel surface • one accessible swing	Fair
Play Structure	Lions Head Beach	1	• medium wood climber with 2 slides • individual climbers on beach • beach front • sand surface • Not accessible	Fair
Swing set	Lions Head Beach	1	• dual swing set • sand surface • one accessible swing	Fair/ Good
Play Features	Lions Head Beach		• spring rider • play panels • car play element	Poor
Play Structure	Maple Golf Crescent (near Tobermory)		• small structure with slide • spring riders (x2) and play table (approx. 5-10 years old). • Play surface is sand, which is becoming overgrown by weeds/turf • Not accessible	Fair
The play structures and individual play amenities are dated and have limited play value, based on current standards. Not all facilities have accessible play features and the base material under the structures, swing sets and climbers are a combination of sand and pea gravel, with some rubberized surfaces, creating a barrier to participation by users with mobility challenges. There are no splash pads or creative pieces of equipment. Lack of interactive play experiences, “challenge” type equipment (zip lines,				

climbing walls) is not included at any location. Overall access to all structures and individual pieces of equipment are not adequate, and in some cases, parking areas to facilitate ease of access are not suitable.

Pavilions

Pavilions	Location	#	Notes	Condition
Large Pavilion	Ferndale Community Park	1	• Lions Club wood structure • Picnic table enclosure • Adjacent OPP/Information Centre (closed during visit) • Pavilion is approx. 15-20 years old, but in good condition with a concrete floor that is accessible via the asphalt parking lot. • 7 wooden picnic tables at the pavilion	Good
Large Pavilion	Lions Head Beach	1	• Rotary Club block structure/steel roof • Picnic table enclosure • Beach front • Adjacent play structure	Good
Large Pavilion	Tobermory School Bell Park	1	• Block structure, change facilities, benches under cover	Good
All pavilions are open air structures providing a covered area for picnic tables. They are adjacent other park features in their respective locations.				

Youth Facilities

Youth Facilities	Location	#	Notes	Condition
Skate Park	Tobermory Community Park	1	• Poured concrete surface • Several ramps and skate features • Benches and seating area	Good

Skate/BB Court area	Tobermory School Bell Park	1	- Fenced court with single BB hoop and picnic table - Fence in disrepair - Court surface weed growth - Fenced half court with single BB hoop and picnic table with remnants of the previous skateboard area before the Great Wave Skatepark	Poor
The Skate Park is relatively new and boasts some modern skate/bike/scooter challenge areas. The Skate/BB area in School Bell Park is in a state of disrepair with inadequate fencing, cracked surface and does not have welcoming visual appeal.				

Courts

Courts	Location	#	Notes	Condition
Tennis	Tobermory School Bell Park	1	- Single tennis court - Lines for pickleball (require portable nets) - Fence in disrepair	Fair
Tennis	Lions Head Secondary School	2	Open to Public when school is not using them.	Fair
The court in School Bell Park has fencing that is inadequate and would likely disrupt play (opening for balls to leave court area). Pickleball lines are permanent but pickleball play would be dependant on users bringing portable nets.				

The second assessment approach considers facilities in a "campus" area, including several different amenities.

- Lion's Head Beach Park
- Tobermory Community Park/School Bell Park/Great Wave Skate Park
- Pike Bay Community Parks
- Ferndale Community Park
- Stokes Bay Community Centre
- Maple Golf Playground
- Dunks Bay Beach
- Museum

Parks / Waterfront / Beach Areas

Other Facilities/Parks	Location	#	Notes	Condition
Lion's Head Beach Park	Lion's Head		• Sand beach • Adjacent campground and harbour • Play equipment, pavilion, and boardwalk adjacent beach area. • Pavilion has washrooms but no change facilities for beach users. • Play structure/swings appear to be approx. 10 years old but in mostly good condition. Other elements in fair condition. • Pavilion is approx. 10-15 years old as well, but in good condition that is accessible via the asphalt parking lot. • Entrance to beach area has a large ID sign that is older, but in good condition. • Erosion issues were observed along the beach area due to run-off from the adjacent parking lot. • Parking lot was observed to have drainage issues/lots of ponding water. • Good amount of on-street parking nearby the beach. • Dead ash trees were observed around the site, which require removals. • Lion's Head Beach Motel located nearby the beach and adjacent to the Millennium Walkway. • Millennium Walkway connects Lion's Head Beach to the marina. • Garden area did not have a name, but was unit paved with stone walls and had trellis structures, seating, a memorial bench, and manicured planting beds. The area was enclosed with a wooden rail fence. • Trailer Park Area was closed for the season. Bruce Trail runs	

		through it, but identification not clear. • Playground: Wooden play structure, dual swing set, spring rider, play panels, car play element. Play area surfacing is sand. • Accessibility: Play area not accessible. • Buildings/structures: Concrete pavilion structure (Rotary) with washrooms and concrete surface; small stage structure along “Lion’s Head Millennium Walkway”. • Parking: Asphalt parking (27 angled, 2 stall and 1 accessible space). Small asphalt lot behind garden area (7 spaces). • Sports fields: None • Trails/type/surface/connectivity: Compacted granular “sidewalk” along Forbes St. (between street and beach) is in poor condition; Millennium Walkway is unit paved and in fair condition. Connections to the Bruce Trail, however not well identified. Majority of the pathways not accessible. • Benches/tables/waste receptacles: 12 wood/metal benches; 2 wood benches; 9 wood/metal picnic tables; 21 wood picnic tables; 1 waste receptacle; 1 drinking water fountain at pavilion; 7 wooden planters. • Lighting: At pavilion. • Shade: Pavilion structure; wooden trellises at garden area. • CPTED: None. • Additional/Other: Formal Garden Area along Millennium Walkway;	
Tobermory Community Centre / School Bell Park (4.17 ha)	Tobermory	4 Zones within this area including; ○ Picnic Area, ○ Community Centre Building,	Good

		○ Tobermory School Bell Park ○ Sport Courts, Baseball Diamond and Canteen Pavilion • Overall, park is mostly in good shape, but does show its age (was built in the 1990s). • Heritage monument commemorating the Tobermory school house that once where the park is (included the original school bell). • Playground: Wooden play structure and dual swing set (approx. 15-20 years old). Play surface is pea gravel. • Accessibility: Poor – one concrete pathway in park that leads to play area, however play area not accessible. • Buildings/structures: Community Centre; Porta-pottys and a new bank of outdoor washrooms; Brick Canteen Pavilion with washrooms; small storage shed for baseball diamond. • Parking: Asphalt parking lot for Community Centre; street parking for park; small granular lot for baseball diamond. • Sports fields: Lit Baseball Diamond (fair/good condition); Tennis/Pickleball Court (fair/good condition); basketball half court (poor condition) with remnants of the previous skateboard area before the Great Wave Skatepark. • Trails/type/surface/connectivity: Concrete sidewalks; concrete walkway to play area; granular walkways around baseball diamond. • Benches/tables/waste receptacles: 2 benches; 2 waste	
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		receptacles; 10 wooden picnic tables (5 at canteen and 5 at picnic area near Fire Hall); 1 large bike rack. • Lighting: Baseball lighting and lighting on the Community Centre. Ambient lighting from street lighting. • Shade: Awnings at the canteen pavilion. • CPTED: None. • Additional/Other: Picnic area south of the Community Centre near the Fire Hall (included two camp style bbqs).	
Facilities seem relatively new. Skatepark has typical features in poured concrete area. Dog Park is fenced with several features. The outdoor fitness equipment is on the perimeter of the park area.			
Pike Bay Community Park (0.19 ha)	Pike Bay	• Parking area just adjacent the roadway with park space easily visible • Park consists of large open green lawn area • Has a small sandy/rocky beach area • Some trees near the beach area were observed to have fallen over or were in poor condition. These should be removed for safety reasons • Park has signage, but is small and in poor condition • Good amount of space to provide more programming • Provide an enhanced play area for kids/families • Beach and water access is an excellent opportunity for this park • Enhance/clean-up beach area • Upgrade seating • Upgrade signage	

		• Playground: wood swing structure with plastic slide (in poor condition) • Accessibility: Site is generally not accessible • Buildings/structures: Washroom Building (1 womens and 1 mens) fair to good condition • Parking: Granular lot with approx. 10 spaces and no designated accessible parking space(s) • Sports fields: None • Trails/type/surface/connectivity: None • Benches/tables/waste receptacles: 10 wood picnic tables (8 fair condition and 2 broken); 1 wooden memorial bench • Lighting: None • Shade: None • CPTED: None • Additional/Other: Park includes a sandy/rocky beach area	
Ferndale Community Park (1.75 ha)	Ferndale	• Play area appears to be approx. 10-15 years old but in mostly good condition • Pavilion is approx. 15-20 years old as well, but in good condition with a concrete floor that is accessible via the asphalt parking lot • Site has a large ID sign that is in newer condition • Provide accessible pathway (AODA compliant) to all play structures and other park elements • Play area elements to be updated • Provide seating at the play area • Provide waste receptacles around the overall site • Provide additional screening along south edge of play area that is adjacent to private residential property	

		• Baseball diamond has good existing infrastructure and depending on use, could use some upgrades • Playground: Wooden play structure, dual swing set, spring riders (x4), play panels, car and school bus play element. Play area surfacing is sand, with a small oval area that is rubberized surfacing for school bus play element. • Accessibility: Play area not accessible. Pavilion accessible. • Buildings/structures: Information Centre/OPP Station building and large wooden shade pavilion (Lions). • Parking: Asphalt parking lot to service Community Centre/OPP Station, play area and baseball diamond. • Sports fields: Lit baseball diamond (older/fair condition); 3 bleachers (fair to poor condition); 1 small storage shed. • Trails/type/surface/connectivity: Granular paths or informal paths across grass turf. • Benches/tables/waste receptacles: 7 wooden picnic tables at the pavilion, 4 wooden picnic tables at baseball diamond (3 fair condition and 1 broken). • Lighting: Baseball Diamond has lighting only. • Shade: Pavilion Structure • CPTED: Possible concerns with trees screening the play area from rest of site. • Additional/Other: Newer Park/Community Centre signage.	
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Stokes Bay Community Centre (0.73 ha)	Stokes Bay	• Playground: Play structure, spring riders (x2), 2 sand boxes (poor condition) (approx. 5-10 years old). Play area surfacing is pea gravel. • Accessibility: Play area not accessible. • Buildings/structures: Community Centre (older condition – converted from a classic style school house); Wooden Pavilion (Rotary) with concrete surface; small storage shed. • Parking: Asphalt parking lot. • Sports fields: None. • Trails/type/surface/connectivity: None. • Benches/tables/waste receptacles: 1 metal memorial bench, 1 bike rack, 14 wooden picnic tables (3 accessible). • Lighting: On pavilion and Community Centre. • Shade: Pavilion. • CPTED: None. • Additional/Other: 2 planter boxes for community gardens.	
Maple Golf Playground	Maple Golf Crescent (near Tobermory)	• Very simple park with small play area and open turf space. • No park ID signage. • Appears to service the surrounding homes. • Open space provides opportunities for other elements, but may be limited due to proximity to the Tobermory Community Park (?). • Provide seating at the play area. • Playground: Small structure with slide, spring riders (x2) and play table (approx. 5-10 years old). Play surface is sand, which is becoming overgrown by weeds/turf.	

		• Accessibility: Play area not accessible. • Buildings/structures: None. • Parking: Street Parking (not defined). • Sports fields: None. • Trails/type/surface/connectivity: None. • Benches/tables/waste receptacles: None. • Lighting: None. • Shade: None. • CPTED: Play area somewhat hidden from roadway due to vegetation and location of structure. Moderate safety concerns	
Tobermory Community Park / Great Wave Skate Park	Tobermory	• Park was completed by volunteers roughly 5-6 years ago with funds raised through the community and grant programs. • The Municipality only cuts the grass for the park, but no other maintenance. • The community places emphasis on local awareness of the park, which minimizes the attraction of large numbers of tourists. Viewed/intended locally as a space the community can use. • Playground: None. • Accessibility: Poor. • Buildings/structures: Concrete skate park and fitness station area. • Parking: Street parking and granular parking lot at the "Meeting Place" facility nearby. Not well defined. • Sports fields: None. • Trails/type/surface/connectivity: Granular walkway loop around skate park, connecting to the fitness area, community gardens	

		and dog park. Dirt walking trail loop around park. • Benches/tables/waste receptacles: 4 metal backless benches; 2 metal tables, 1 wooden picnic table; 2 bike racks. • Lighting: None. • Shade: None. • CPTED: None in the primary park area. • Additional/Other: Community Garden area, fenced Dog Park and small trail loop.	
Dunks Bay Beach	Dunks Bay	• Small beach area. • Private properties flank both sides of beach. • Connections to the Bruce Trail. • Washout/erosion was observed where the roadway ends and the pathway to the beach begins. • No beach ID signage. • Playground: None. • Accessibility: Poor. • Buildings/structures: Washroom structure and a Bruce Trail Trailhead Signage Kiosk. • Parking: Granular lot with approx. 15 spaces and no designated accessible parking space(s). • Sports fields: None. • Trails/type/surface/connectivity: granular/sand walkway to beach. • Benches/tables/waste receptacles: None. • Lighting: None. • Shade: None. • CPTED: Beach is somewhat closed off from open parking area. • Additional/Other: Small sandy beach area.	

Museum

Other Facilities/Parks	Location	#	Notes	Condition
Museum	7072 Highway 6, Tobermory & Warner Bay Road		19th century brick schoolhouse - log cabin built in 1875 by Jacob Belrose where he and Agnes raised their eight children. - Admission by donation and parking is free.	Good
The St. Edmunds and Peninsula Museum, located at 7072 Highway 6, Tobermory, provides visitors with a deeper understanding of life experienced by early settler families in the northern Bruce Peninsula. Open July and August from 11:00 a.m. to 4:00 p.m. and on weekends only from Victoria Day weekend, most of June and from Labour Day until Thanksgiving.				

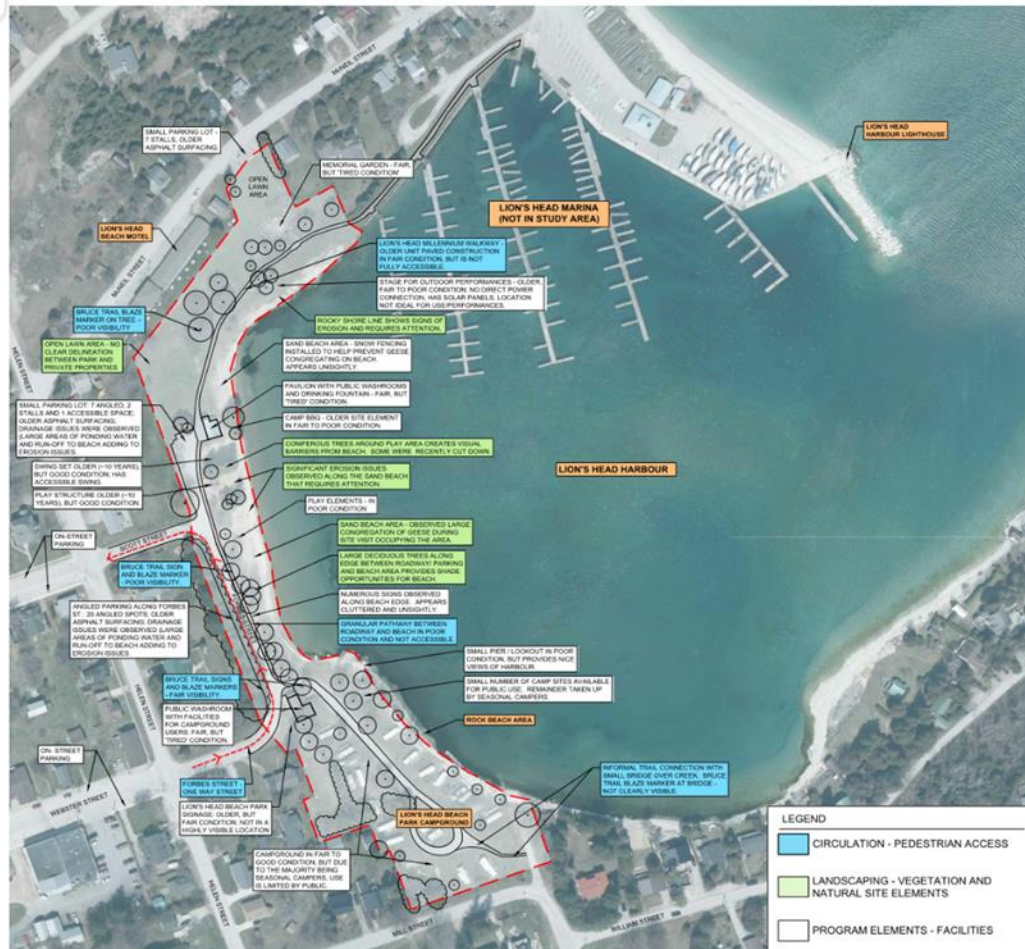
Findings – Facility Inventory

- The single pad arena supports ice activities between September and March including hockey, figure skating, curling and public skating.
- The hall overlooking the ice surface has a full licensed kitchen which supports the hosting of community events, catered meals and special activities that are hosted by various community organizations. It may not be available to serve as a community hall for a dedicated function if it is being used as a viewing area for the ice surface. The kitchen is under contract to a private operator.
- The Municipality has confirmed plans to expand the facility itself (not the ice plant) to provide new dressing rooms, a multi-purpose spaces and to relocate the Branch Library.
- Conceptual plans from 2012 are being used as a starting point to assess expansion options. Updated design considerations will be reviewed based upon additional consultation specific to confirming needs and interests for activities to be hosted in this facility.
- One objective of the expansion includes maximizing year-round use for all ages. The future of the adjacent “Friendship Club” as a stand-alone facility for Seniors will be reviewed as part of the analysis.
- There is additional land available at the Lion’s Head Arena site to support the expansion.
- The stand-alone community-based facilities (Tobermory CC, Lion’s Head CC, Friendship Club, Stokes Bay CC, Pike Bay CC, Rotary Hall) have historically provided space to host community special events, family activities such as showers and birthday parties, and fund-

raising events hosted by community organizations and service clubs. There is significant volunteer support to operate the programs at these locations.

- Additional community space also exists in some faith-based facilities.
- While usage data may have been on the decline in recent years, the COVID-19 pandemic has further reduced the use of these facilities.
- As expansion plans are considered for the Lions Head & District Community Centre, further discussion and usage data will be needed to understand the impact on future required investment in the stand-alone halls as well as the implications of centralizing activities into one location.
- Both ballfield facilities (Ferndale and Tobermory) need improvements regarding fencing and lighting to meet current standards if they continue to operate as ballfields.
- The play structures and individual play amenities are dated and have limited play value, based on current standards.
- Not all facilities have accessible play features and the base material under the structures, swing sets and climbers are a combination of sand and pea gravel, with some rubberized surfaces, creating a barrier to participation by users and/or caregivers with mobility challenges.
- There are no splash pads or creative pieces of equipment. Lack of interactive play experiences, “challenge” type equipment (zip lines, climbing walls) is not included at any location.
- Overall access to all structures and individual pieces of equipment are not adequate, and in some cases, parking areas to facilitate ease of access are not suitable.
- All pavilions are open air structures providing a covered area for picnic tables. They are adjacent other park features in their respective locations.
- The Skate Park is relatively new and boasts some modern skate/bike/scooter challenge areas.
- The Skate/Basketball area in School Bell Park is in a state of disrepair with inadequate fencing, cracked surface and does not have welcoming visual appeal.
- The court in School Bell Park has fencing that is inadequate and would likely disrupt play (opening for balls to leave court area). Pickleball lines are permanent but pickleball play would be dependant on users bringing portable nets.
- Dog Park is fenced with several features at Tobermory Community Park and the outdoor fitness equipment is on the perimeter of the park area.

LION'S HEAD WATERFRONT – EXISTING CONDITIONS REVIEW



NORTHERN BRUCE PENINSULA PARKS & RECREATION MASTER PLAN LION'S HEAD WATERFRONT CONCEPT MASTER PLAN EXISTING CONDITIONS REVIEW



SERVICE DELIVERY REVIEW

Municipality of Northern Bruce Peninsula

The community recreation and parks service delivery model is generally described along a continuum. At one end of the continuum are services provided by the commercial or private sector. Examples of these include private or public golf courses, boating and sailing clubs, fitness and training facilities, dance studios, gymnastics, and martial arts. At this end of the continuum participants are willing to pay a fee that allows the operators to sustain the activity and accrue a profit.

At the opposite end of the continuum are activities that are fully or largely funded by a government entity. These activities usually involve assets that the entire community benefits from, or the cost of operating such facilities at an affordable rate is not accessible to the community. These facilities include such things as community parks, arenas, aquatic centres, and playfields. Community organizations contribute to the delivery of activities supported by government, usually using their facilities at a subsidized rate or receiving grant funding to supplement their own revenue stream. Examples of these activities include tennis clubs, baseball and soccer organizations, hockey and figure skating clubs. They operate as not-for-profit organizations.

Given that the Provincial Policy Statement (Planning Act No.229/2020 Sections 1.5/1.6) otherwise delegates responsibility for the provision of recreation and parks services to the level of government that is closest to the people, this generally results in the lower tier municipality assuming the leadership role.

Along the service delivery continuum is a gradual reliance on the municipality to assume a greater role in subsidizing or in some cases providing the service themselves. It is prudent for municipalities to encourage third-party or joint service provision, partnership agreements, and funding agreements to mitigate the overall cost of providing services, while maximizing choice available for their residents.

The following table provides a summary of service delivery strategies that the Municipality of Northern Bruce Peninsula currently employs:

SERVICE	DELIVERY MODEL
Parks Construction and Maintenance	Direct
Facility Construction and Maintenance	Direct
Trails Construction & Maintenance	Direct
Playground Construction and Maintenance	Direct
Pavilion Construction and Maintenance	Direct
Marina and Harbour Services	Direct
Beach Maintenance	Direct
Park Enhancements *	Direct

Campground	Direct
Minor Ball Program/unstructured play	Community Group
Minor Hockey Program	Community Group (NBP/SBP)
Learn-to-skate Program	Community Group
Figure Skating Program	Community Group
Public Skating	Direct
Swimming	Direct, but adjacent municipality
Facility Use – renters and lease holders	Community Group/Private
Recreation Programming (registered)**	Community Group
Recreation Programming (drop-in)**	Direct and Community Group
Beach Access	Direct
Tennis	Community Group
Pickleball	Community Group
Curling	Community Group
Summer Camp (Camp Celtic)	Private
Festivals (Friday Night music, Countryfest, other)	Community Group
Gran Fondo (cycling)	Community Group
Cultural programs and services	Community Group/Library/Artists

*Amenities added to the park adjacent to the Meeting Place (Dog Park, Skatepark, Community Garden, outdoor fitness equipment) were made possible through a partnership with the Meeting Place and community fund-raising/grant efforts

**some recreation program and drop-in opportunities provided by County Library services in Tobermory and Lions Head

**programs offered by Pike Bay Association and Stokes Bay Association at their respective community facilities

Provincial/National Parks

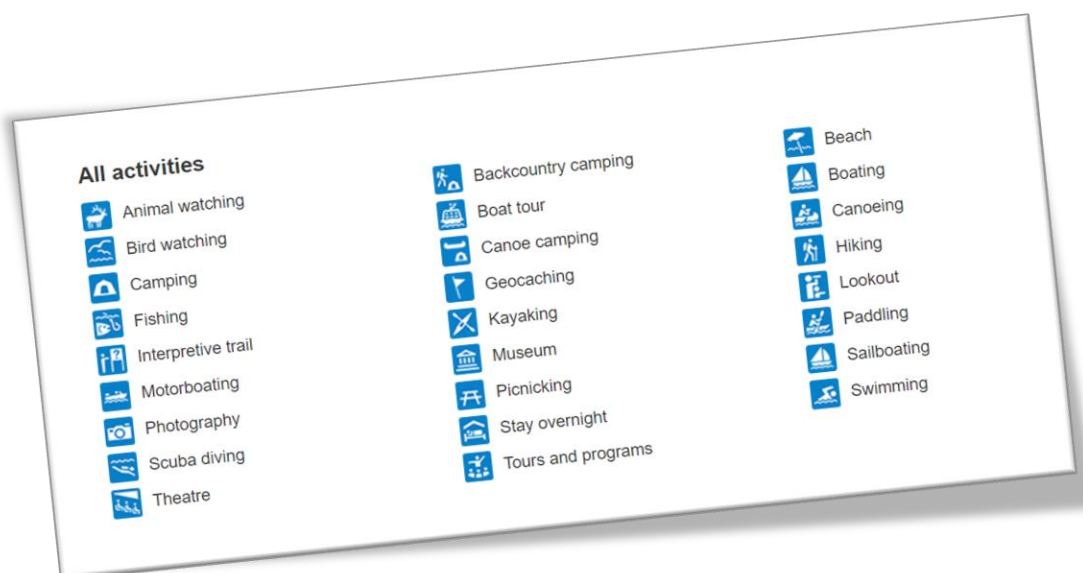
The Municipality of Northern Bruce Peninsula is fortunate to have both provincial and federal assets and services that play a role in offering parks and recreation amenities and activities to compliment the continuum of local services. Ontario Parks are responsible for managing 9 areas, although most serve as non-operating parks.

SERVICE	PROVIDER
Parks Construction and Maintenance	Bruce Trail Conservancy (construction) Peninsula Bruce Trail Club (maintenance) BP National Park Fathom Five National Marine Park Waterfront Regeneration Trust Black Creek Provincial Park

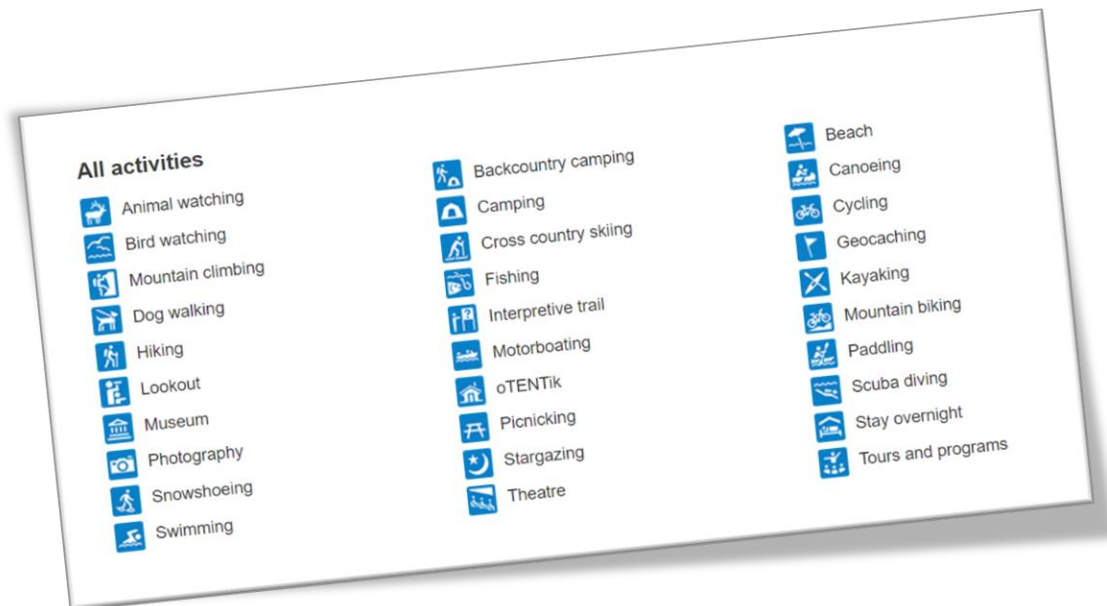
Facility Construction and Maintenance	Bruce Trail Conservancy BP National Park Fathom Five National Marine Park Waterfront Regeneration Trust Black Creek Provincial Park
Trails Construction & Maintenance	Bruce Trail Conservancy (construction) Peninsula Bruce Trail Club (maintenance) BP National Park Fathom Five National Marine Park Waterfront Regeneration Trust Lindsay Tract Black Creek Provincial Park
Beach / Waterfront Maintenance and Access	BP National Park Black Creek Provincial Park Fathom Five National Marine Park
Recreation, Culture and Environmental Programs	BP National Park (movie nights), education and awareness programs

As previously noted, the Bruce Peninsula National Park and Fathom Five National Marine Park play a significant role in the provision of outdoor recreational activities. For this reason we have included a summary of activities that are offered for reference purposes below.

Fathom Five National Marine Park - Activities



Bruce Peninsula National Park



Black Creek Provincial Park

The Black Creek Provincial Park, due to COVID-19 restrictions is offering swimming, hiking, hunting, and snowshoeing.

Findings – Service Delivery Review

- The municipality directly operates major recreation and parks infrastructure including marina's, campground, facilities, beaches, and neighbourhood/community parks.
- The municipality plays a facilitator role in the provision of programs and services.
- Most programs are provided by self-directed community groups, private individuals, and organizations.
- The municipality provides free to low-cost rental fee access to groups providing service to the community.
- The National Parks play a significant role in the provision of outdoor recreational and nature-based activities.
- The Peninsula Bruce Trail Club maintains 170km main trails and 100km side trails within their area of control.

FACILITY UTILIZATION

The purpose of this section is to determine utilization rates of critical parks and recreation infrastructure to determine capacity utilization. Capacity utilization is a measure of how much capacity a particular facility has and how much of that capacity is utilized on a regular basis to determine if there is a future need to add additional infrastructure to address a growing need.

As outlined in the Service Delivery Review, the Municipality does not have a software platform that records annual utilization rates. As such it was difficult for staff to provide this data for review. Information was provided for the Lion's Head Arena as well as the Campground for 2021.

Lion's Head Arena Utilization

The following information was provided by staff to illustrate a typical week of ice use during the prime ice season. Prime-time hours for ice sports in a community can vary but a common benchmark is prime-time hours generally equate to 66 hours per week. We note that the prime-time hours for Lion's Head are less than 26 hours per week. This results in a capacity utilization rate of 38%. The municipality can conclude that it has sufficient capacity to manage the current demand for ice and can effectively accommodate an additional 41 hours of prime-time ice per week.

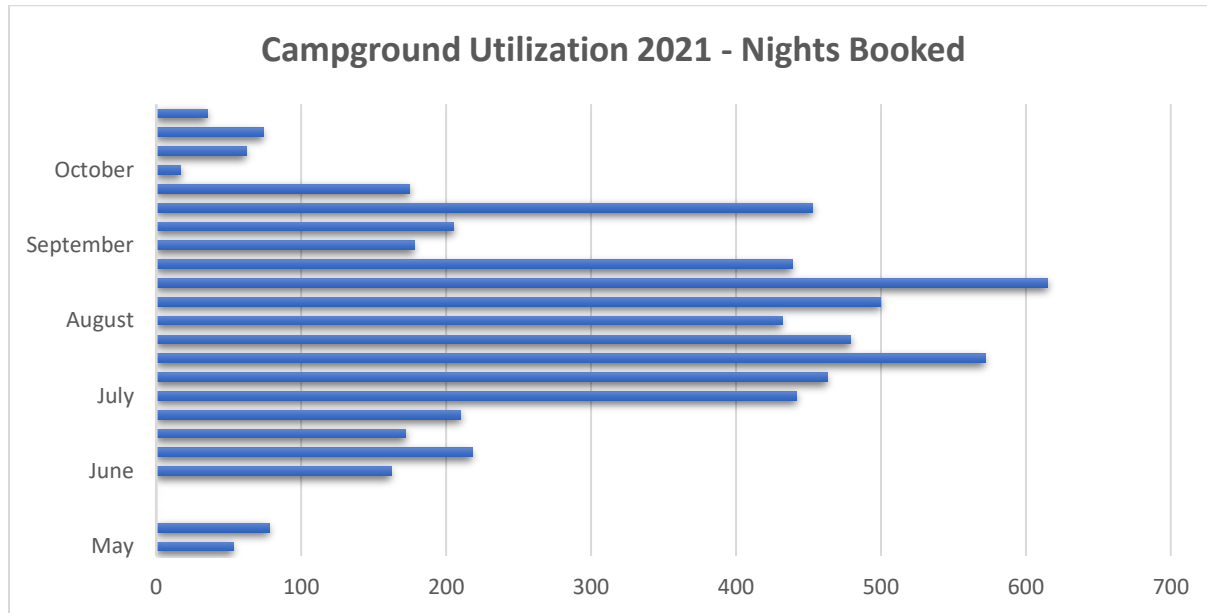
ORGANIZATION	PARTICIPANTS	HOURS/WEEK
Minor Hockey	150 - 225	10 – 15 hours
Figure Skating	20 - 30	2 hours
Curling	50 – 60	2 hours
Oldtimers Hockey	20 - 30	2 hours
Recreational Hockey	20 – 30	2 hours
Public Skating	25 – 50	2 hours
TOTAL	285 - 425	20 – 25 hours*

*Does not include parent and tot, shinny, adult skate at 20 – 50 participants per week, and three weekend tournaments with 202 – 250 participants/tournament.

Campground Utilization

Staff provided data on utilization of the number of nights booked during the campground seasonal operation. The campground experienced a low of 17 nights booked in a week to a high 615 nights booked in a week. July and August represent the highest and most consistent use with an average of approximately 430 nights booked per week.

The following chart provides a visual representation of utilization per week. There is no year over year data readily available to formulate any findings at this time. Understanding changing utilization patterns would assist the municipality greatly in terms of marketing the campground more effectively.



The Friendship Club

The Friendship Club stand-alone facility adjacent to the Lion's Head Arena and Community Centre is operated by volunteers. It is used for a variety of programs and meetings. COVID use saw daily programs including Bid Euchre, Bridge, Line Dancing, Euchre, Lunches/Social and light supper/Socials. Most usage is daytime.

Findings – Facility Utilization

- The municipality has sufficient prime-time ice capacity to serve local ice needs for the next ten years.
- The campground has additional capacity to accommodate bookings during the prime seasons of July and August.
- The Friendship Club has some activity each day primarily in the daytime and the schedule indicates capacity (COVID schedule).
- The municipality has limited data collected in an intuitive format to assess year-over-year trending and participation patterns.

FINANCIAL ANALYSIS

Annual Operating Budgets

The purpose of this operating budget analysis is to determine findings and trends in the operating budget expenditures and/or revenues that indicate a need for further examination. It is presented in an illustrative format to show patterns over time from a visual context which may not be readily expressed in numeric tables or spreadsheet formats. The budget numbers referenced herein are referenced from the Municipality of Northern Bruce's 2021 Municipal Budget identified as Schedule A to By-law 2021-18.

The analysis includes actuals from the most recent complete fiscal years between 2017 through to 2020, as well as the 2021 Budget. The COVID-19 pandemic has undoubtedly impacted budget activities commencing in the first quarter of 2020. As such, the most relevant comparative fiscal years are those in 2017, 2018, and 2019.

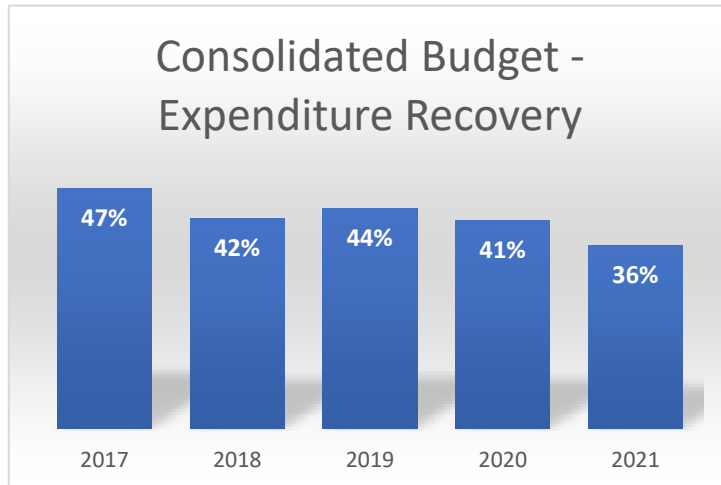
The overall scope of the analysis includes:

- **Departmental Actual Expenditure Recovery by Percent.**
- **Total Actual Annual Departmental Expenditures and Revenues.**
- **Percent Allocation of Tax Levy by Cost Centre.**
- **Actual Expenditures and Revenues by Cost Centre:**
 - Lion's Head Marina
 - Tobermory Harbour
 - Meeting Place
 - Parks and Recreation Administration
 - Tobermory Community Centre
 - Lion's Head Campground
 - Lion's Head Arena
 - Tobermory Library
 - Lion's Head Library



Expenditure Recovery – Consolidated Budget

The Financial analysis commences with a broader look at department financials at the consolidated budget level. This initial chart illustrates the annual recovery rates of the Municipality's overall recreation and parks services. It does not include Lion's Head Marina

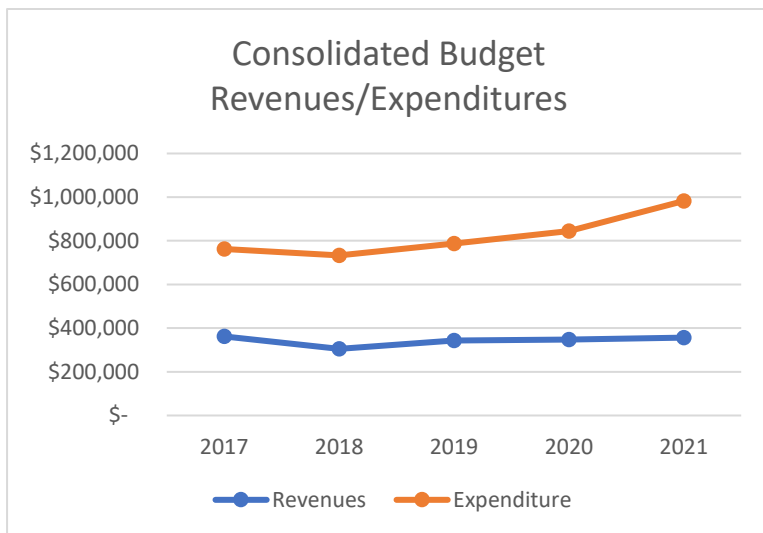


which will be analyzed separately in its individual Cost Centre. The “recovery rate” is a measure of the total percent of expenditures that are offset by revenues.

As a general observation the Municipality's recovery rates are favourable compared to other municipalities. The more important observation is how the recovery rate is trending downward. There are two factors that come into play when

analysing expenditures recovery which include (i) expenditures, and (ii) revenues. For the most part parks and recreation services generally have a high fixed cost of operations that are subject to annual inflationary increases. In most cases, municipalities have introduced many expenditure reduction strategies over time. To maintain or achieve better expenditure recovery rates, municipalities must look to increase revenues through several means, including but not limited to:

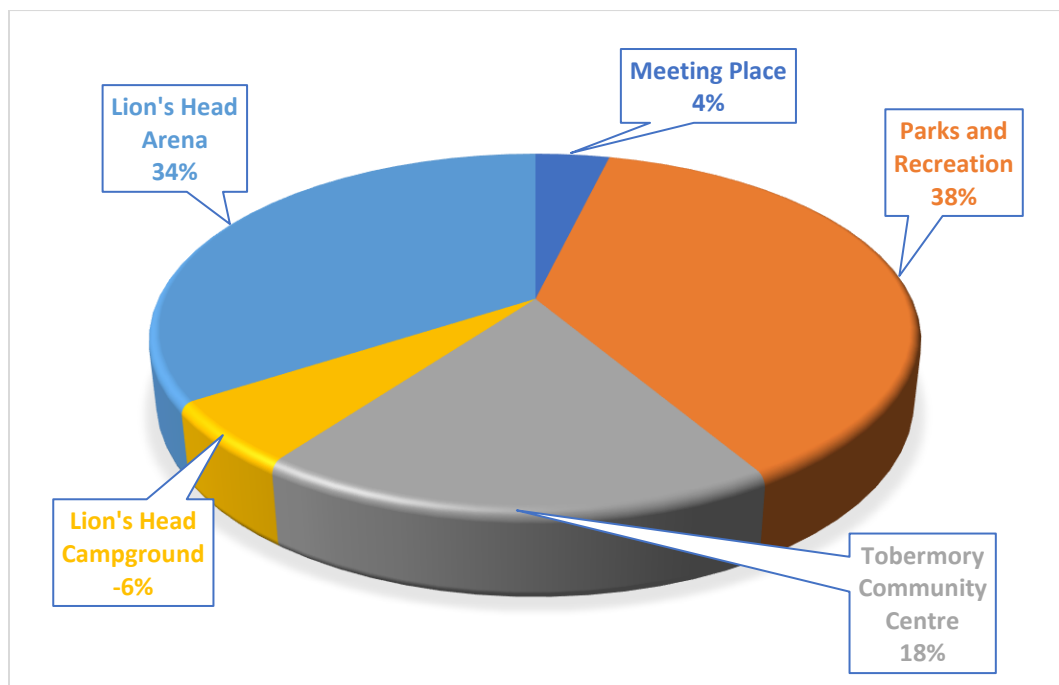
- Increasing user fees.
- Increasing utilization rates within facilities.
- Securing partnerships and/or leasing opportunities.



The line chart illustrates this earlier observation more concisely. The overall departmental expenditures are increasing over-time; however, the corresponding revenues have remained stable since 2017 creating the adverse effect on overall recovery rates.

Percent Allocation of Net Levy

This chart illustrates the Municipalities investment, by percentage, among the established cost centres. It represents the actual portion of the tax levy that was spent in these areas. The 2020 budget year was analyzed as being the most recent completed fiscal year. The actual percentage may change minimally year over year due to various factors, however given the size of the overall budget this is a fair representation. This chart simply illustrates how taxpayers' money is being invested. We defer to the Municipalities staff and Council if this allocation is consistent with Council's and resident expectations.



We note that the Lion's Head Campground contributes favourably to the net levy by as much as \$32,668 in 2020. Additionally, the two libraries' effectively have minimal impact on the municipalities portion of the tax ley. The budget detail started recording revenues from seasonal use and transient use in 2019. A review of historical use of the campground from seasonal and transient use will offer better insight as to how the Municipality should market their campground to optimize revenue yields.

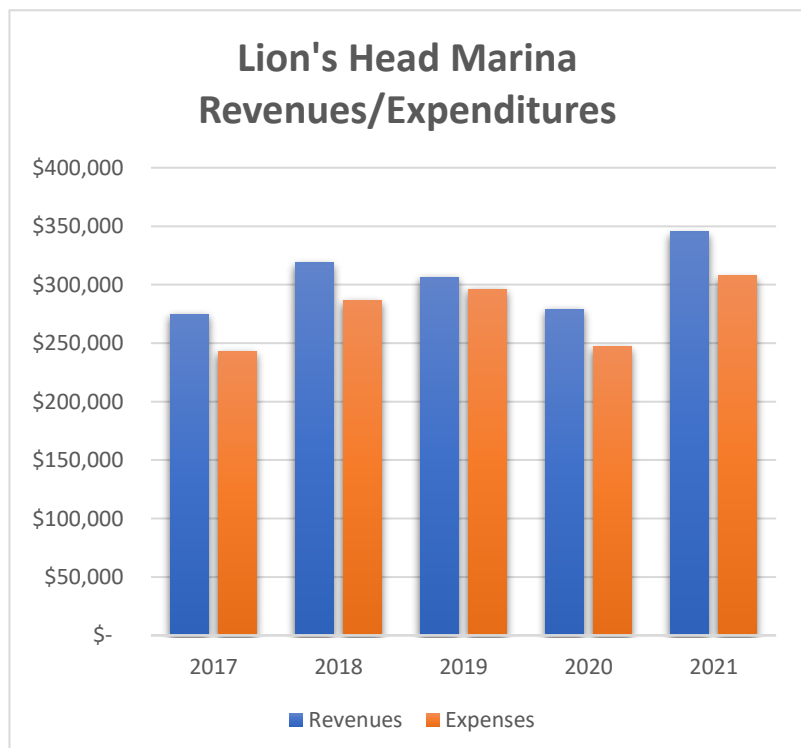
Revenue/Expenditure Analysis by Cost Centres

The purpose of this next section is to provide additional analysis at the cost centre level to provide insight on revenue and expenditure trending at a more detailed level. The order of the costs centres is based on the order in which they appear in the Municipal Budget.

Lion's Head Marina Revenues/Expenditure Analysis

The marina operations contribute favourably to the Municipalities net levy with revenues exceeding expenditures year over year. The trend lines for both expenditures and revenues are proportionate. Seasonal and transient wharfage revenues as well as fuel sales were most favourable in 2018 and moderated again in 2019. The pandemic appears to have impacted marina use in 2020. Seasonal wharfage was down \$25,356 however transient use was up \$18,432 from the previous year. Both fuel sales and fuel expenses were down which accounts for the

disproportionate drop of both revenues and expenditures in 2020. The 2021 budget number illustrate a predicted return to "normal". Understanding how the uptake in seasonal wharfage

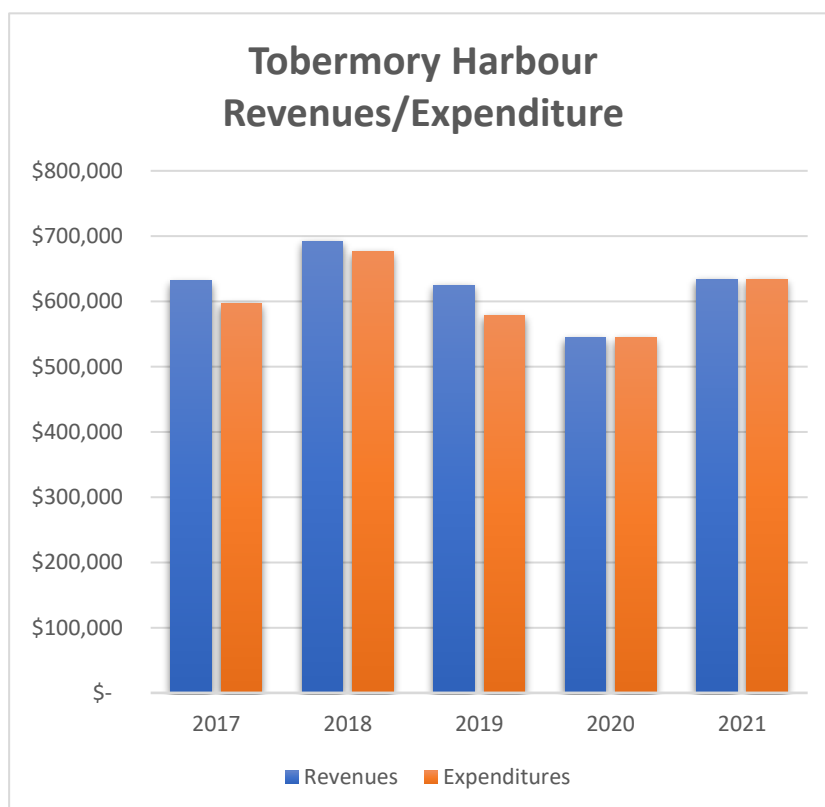


and transient wharfage in 2021 could be an indicator of how the pandemic affected boater behaviours.

Tobermory Harbour Revenues/Expenditure Analysis

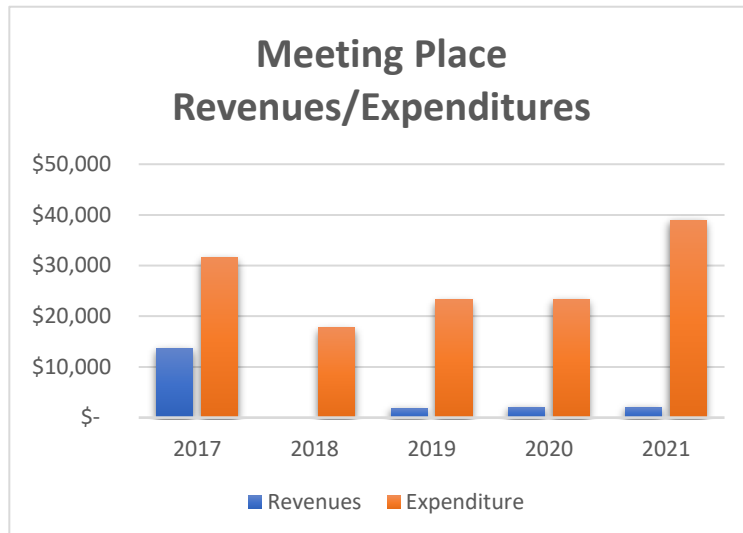
There is greater volatility in year over year expenditures at the Tobermory Harbour. Commercial revenues and corresponding expenditures are most consistent in trending upward and did not experience any effect from the pandemic in 2020 as revenues increased from previous years. Seasonal and transient wharfage revenues also experienced annual increases in 2017, 2018, and 2019 despite the apparent drop in expenditures and revenues in 2019.

There was a significant reduction in fuel costs (\$92,654) and corresponding fuel sales (\$95,183) in 2019 that has the biggest effect on the 2019 actuals. The Lion's Head Marina did experience a reduction in fuel costs/revenues however not to the same extent as the Tobermory Harbour. The 2020 pandemic season had an adverse effect on transient wharfage revenues which experienced a reduction of \$47,705 over 2019. The 2020 budget projections anticipate a recovery from the pandemic season but remains conservative from previous non-pandemic seasons.



Meeting Place Revenues/Expenditure Analysis

The Meeting Place core expenditures and revenues have been stable notwithstanding what the chart illustrates. In 2017, there was a one-time expenditure of a transfer to “Bike Path Reserve” in the amount of \$11,701, and a corresponding revenue of \$11,701 which serve to elevate both expenditures and revenues during that fiscal year. When both are back out of the 2017 budget, the expenditure/revenue relationship is in line with 2018 through 2019. The municipality has allocated a \$10,000 water charge in 2020 and 2021 budget.

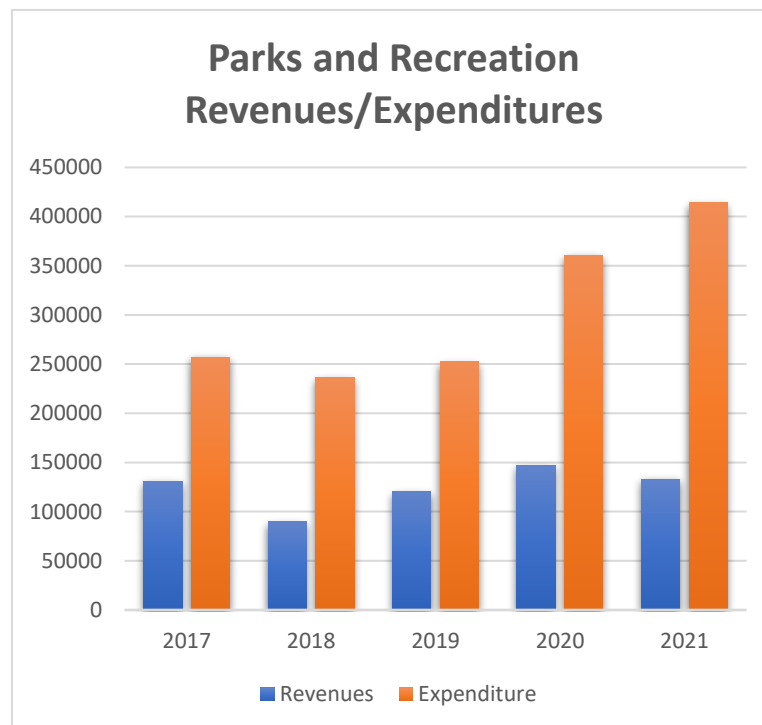


The 2020 expenditures should have technically been higher than what is illustrate however expenditures in hydro and repairs and maintenance served to mitigate overall expenditures in 2020. The introduction of a new lease agreement for the use of the Meeting Place should serve to reduce expenditures starting in 2021 and beyond. Revenues have remained stable since 2019.



Parks and Recreation Revenues/Expenditure Analysis

The Parks and Recreation Budget contains the department's administration, program, utilities, and maintenance expenses that are not specifically allocated to a given building operation. Expenditures were stable between 2017 through 2019. In 2020, actual expenditures were over budget by \$17,482. Primary driver for the over-expenditures included washrooms (\$21,712), Materials and Supplies (\$7,113), and Maintenance & Repairs (\$7,113). Other line items were obviously under budget to mitigate the over-expenditure. The primary drive of the 2021 Budget increase is the addition of \$30,000 for Road Wages and \$10,000 in Community Signs.



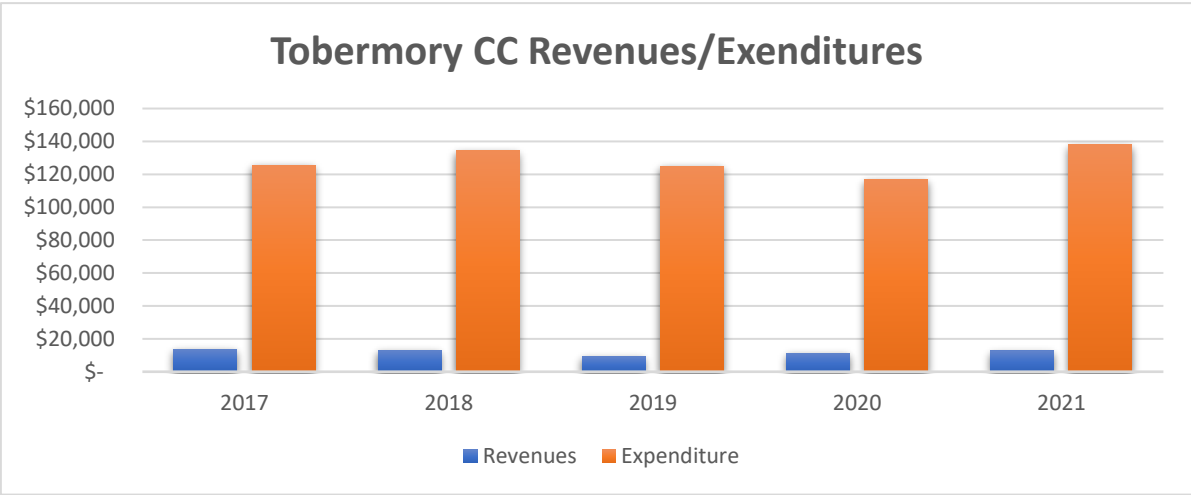
Revenues have fluctuated over time. The 2018 revenues were reduced in 2018 from 2017 due to a reduction in parking revenues from \$115,000 in 2017 to \$68,000 in 2018. Parking revenues appear to be fixed at \$72,000 annually. Transfer from facilities increased revenues by \$25,500 in both 2019 and 2020 but has reduced to \$0 in the 2021 Budget. The 2020 actual budget benefitted from a contribution from the Tourism Development Fund of \$25,200 and has been increased to \$40,000 in the 2021 Budget.



Tobermory Community Centre Revenue/Expenditure Analysis

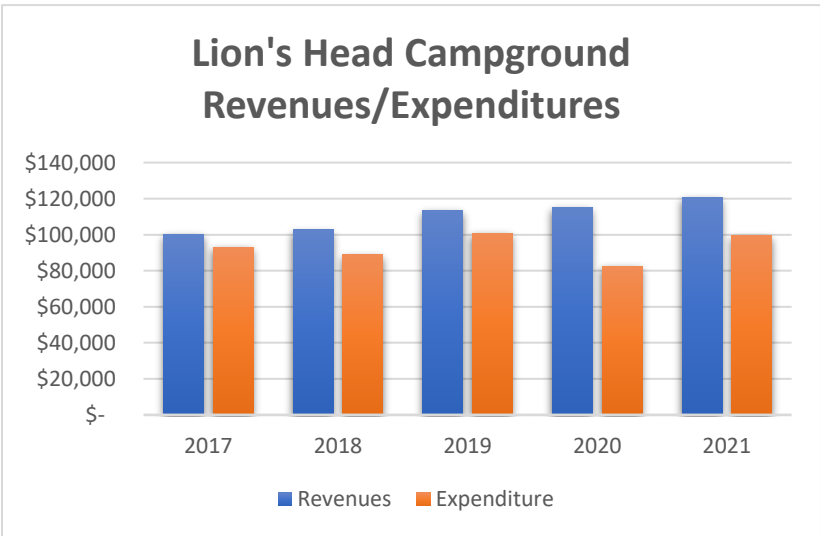
The Tobermory Community Centre expenditures and revenues have been stable over time. The larger driver of expenditure fluctuation appears to be in the typical areas of wages, maintenance and repairs, and hydro use. Revenues have been stable over time.

We note that in 2019, the Municipality did not receive its annual water charge recovery from EMS of \$6,800 which accounts for the reduction in revenues in 2019.



Lion’s Head Campground Revenue/Expenditure Analysis

The year over year expenditures in the Lion’s Head Campground budget has been stable. The lower expenditures in 2020 are attributed to lower hydro and wages. Campground revenues are increasing over time and appeared to have been unaffected by restrictions imposed by the



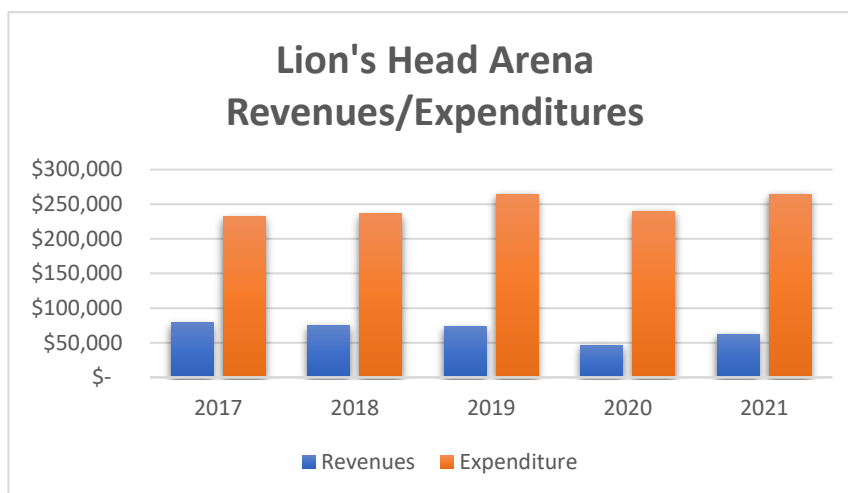
pandemic. In 2017 the revenue budget had a contribution from the Airport of \$10,000 and from the Parks and Recreation Cost Centre of \$17,500 which has not been included in subsequent budget years. For this reason, these revenues were intentionally removed from the 2017 budget to illustrate a truer picture of revenue trending.

Lion’s Head Arena Revenue/Expenditure Analysis

Expenditures have increased year-over-year between 2017 through to 2019 which is typical of arena operations. Consistent with other arena operations, 2020 experienced lower than normal expenditures through pandemic restrictions. A reduction in wages, hydro and water use are the major contributors to the reductions. Also consistent with other municipalities, the repairs and maintenance lines were over-expended as staff were able to complete deferred maintenance activities.

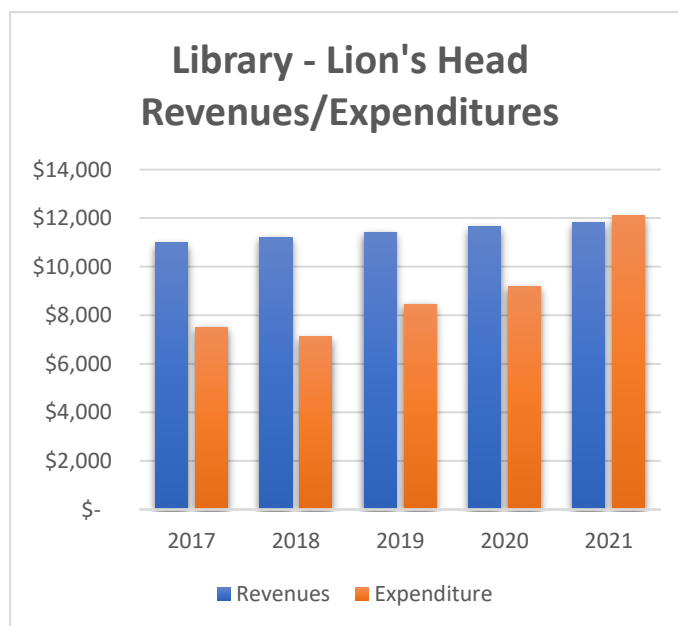
In the same manner, revenues were stable between 2017 through 2019, while being impacted by provincial restrictions regarding openings.

The 2021 budget captures revenues that are a little lower than historical revenues as there is some hesitancy on the return to ice sports among participants. In the same way expenditures appear to be reflective of anticipated lower utilization than pre-pandemic years.



Tobermory & Lion's Head Library Revenue/Expenditure Analysis

The library costs centres for the Tobermory and Lion's Head branches are low as compared to other costs centres. This means that year over year comparisons appear to be more dramatic. In general, the municipality appears to be recovering appropriate costs from the County for the direct expenses associated with the facilities. Lion's Head Library recovers more revenues than it expends while the Tobermory expends more than it recovers consistently. This discrepancy could be resolved through adjusting the County recoveries accordingly.

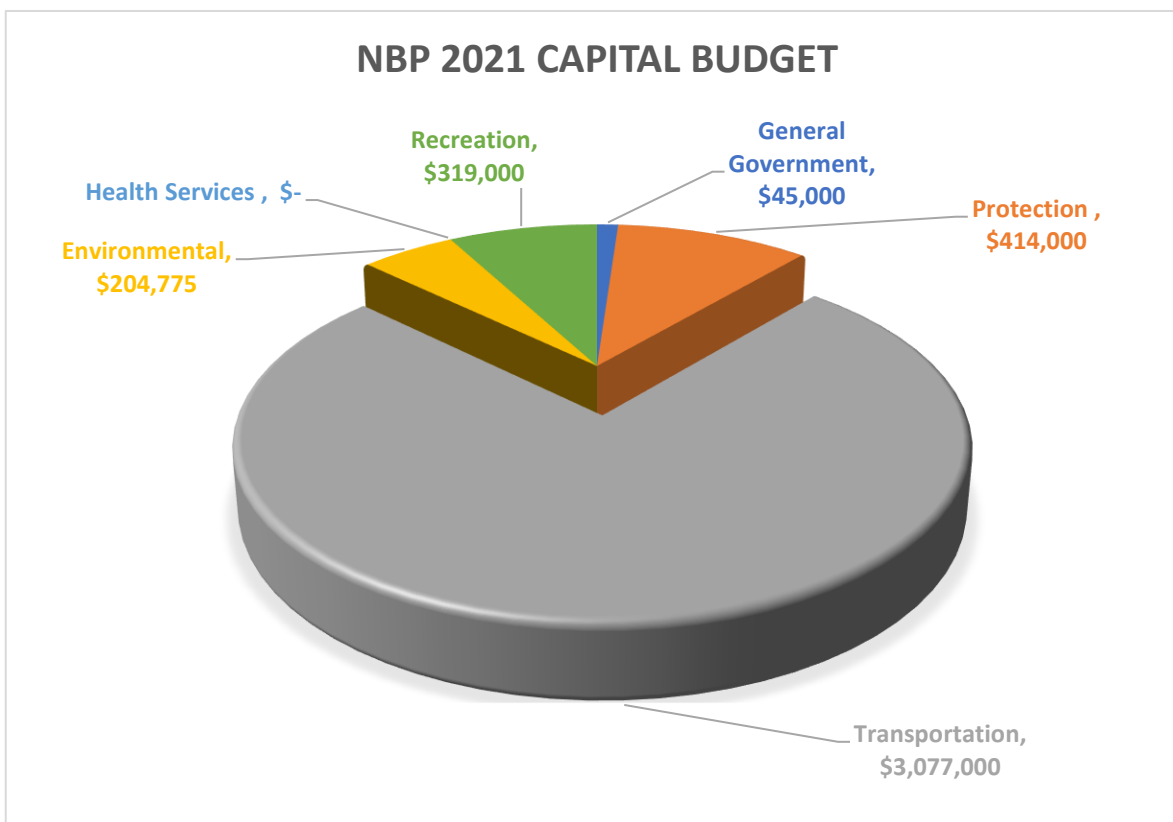


Findings - Operating Budget Analysis

- Marina operations contribute favourably to the Municipalities net levy.
- Marine revenues are increasing proportionately to annual expenditures.
- Harbour operations have previously contributed favourable to the net levy and appear to be budgeted for a full expenditure recovery in 2020 and 2021.
- The pandemic has influenced seasonal and transient wharfage balance.
- The Municipalities Parks and Recreation Service Budget is recovering 36% of its overall expenditures which is down from a high of 47% in 2017.
- Program and service revenues have remained stable over the past five years whilst expenditures have increased.
- Lion's Head Campground contributes favourable to the Municipalities net levy and revenues are increasing proportionately to expenditures.
- The 2021 lease agreement at the Meeting Place will have a favourable impact on future budgets starting in part in 2021.
- Transfers to and from cost centres and other sources are sporadic, which makes it more difficult to assess financial trending.
- Lion's Head Community Centre and Arena has an unfavourable trend in its annual revenues. Ice rental revenue has gone from a high of \$58,123 in 2017 to a budgeted low of \$45,000 in 2021.
- The municipality recovers sufficient funds from the County for facility services that are performed. The actual recovery charges could be adjusted to better reflect the actual expenditure at each branch location.

Capital Budget Analysis

The Municipality of Northern Bruce Peninsula produces a Capital Budget on an annual basis to address immediate capital repairs, replacements, or requirements. In 2021, the capital budget allocation for Parks and Recreation was \$319,000 or 8% of the municipalities \$4,059,775 capital budget.



The Municipality structures its capital budget under six main categories including General Government, Protection (fire, enforcement, emergency planning), Transportation (roads, construction, equipment, streetlighting, airport, Tobermory Harbour, Lion's Head Marina), Environmental (water, sewer, landfill), Recreation (recreation and culture).

The larger capital items in the Recreation 2021 capital budget include washroom upgrades at the Tobermory washroom building (\$150,000), sewage system EA/repairs (\$50,000), and heating system at the Meeting Place (\$40,000). The balance of the capital budget is for repairs or replacement of facilities and shoreline areas.

In addition to the capital dollars allocated to Recreation of \$319,000, there is a capital budget allocation of \$50,000 for Tobermory Harbour for WIFI/Camera Installation and finger dock

repairs, and \$103,000 for Lion's Head Marina for dock repairs and upgrades, lighthouse repairs, and electric dock servicing. These capital items are contained in the Transportation capital budget.

Most of the municipality's capital expenditures are funded from a combination of contributions from a "Revenue Fund" and contributions from one of many individual reserves that the Municipality has. The overall 2021 capital budget was supported by 15 different reserves which comprised \$2,057,475 of the total capital budget.

Specific to parks and recreation capital budget, the following reserves were used:

- Arena Generator Reserve
- Campground Reserve
- Tobermory Harbour Reserve
- Lion's Head Marina Reserve
- Tobermory Paid Parking Reserve
- Modernization Reserve
- NBP Reserve

The municipality does not have a capital forecast. We note however that the Municipality has issued a contract to have Energy Audits and Facility Conditions Analysis (FCA) completed on their recreation buildings. The results of the FCA's should position the Municipality to translate the required repairs and replacements into a ten-year forecast. This will assist the municipality to properly plan for required works in a long-term and strategic fashion.

The following reserve fund chart has been extracted from the Municipalities 2021 Capital Reserve Budget. Most of the recreation related reserves are captured in this section. There is also a current balance in the fleet reserve for the Olympia (\$40,000), and in the parks reserve of \$58,709 which are captured in their respective reserve categories.

ACCT #	DESCRIPTION	2017 Opening Balance	2018 Opening Balance	2019 Opening Balance	2020 Opening Balance	2021 Opening Balance	To/From Revenue Fund
3005	ADMINISTRATION	61,725	52,361	20,932	60,307	80,307	20,000
3027	AIRPORT	69,668	69,668	79,668	84,668	86,668	2,000
3120	ARENA	119,590	139,590	159,590	238,638	323,843	0
3147	ARENA GENERATOR	0	0	0	40,000	175,000	0
3010	BUILDING DEPARTMENT	106,728	101,557	228,063	328,811	451,789	-55,000
3140	BY-LAW ENFORCEMENT	0	0	0	11,630	11,630	0
3030	CAMPGROUND	139,275	131,093	139,266	134,672	140,206	0
3000	CEMETERY	114,593	114,875	118,535	120,920	122,185	0
3135	DUNK'S BAY CEMETERY	6,470	6,535	6,646	6,781	6,852	0
3118	FACILITIES	40,200	40,200	74,700	173,880	213,414	185,300
3039	FIRE DEPARTMENT	279,840	377,042	465,729	592,441	606,650	2,850
3040	FIRE DEPT-DONATIONS	0	1,065	1,065	1,065	1,065	0
3129	FIRE ASSOCIATION	1,335	375	490	1,090	1,300	0
3032	LION'S HEAD MARINA	56,664	88,334	106,103	155,390	182,365	0
3041	PARKS	50,000	60,000	70,000	65,955	75,765	10,000
3125	ROTARY HALL	10,000	10,000	10,000	50,000	90,000	0
3024	TOB CC KITCHEN	20,000	40,000	60,000	78,500	93,500	0
3025	TOBERMORY HARBOUR	37,061	71,917	44,077	115,927	105,371	0
	FACILITIES - DEPTS	1,113,150	1,304,613	1,584,865	2,260,674	2,767,910	165,150

Findings - Capital Budget Analysis

- The municipality determines capital priorities on an annual basis in the absence of a longer-term forecast.
- The municipality has several reserves funds that are purpose specific to a given facility or service area.
- Reserve balances are being funded annually at various levels resulting in annual increases.
- The funding for the arena expansion is not identified in the reserve categories.
- Recreation and Parks Services are not receiving eligible development charges.

RATES AND FEES

The purpose of reviewing rates and fees is two-fold. Firstly, an internal assessment of user rates and fees is performed to determine if there is consistency and opportunities to increase fees to offset ever-increasing operating/capital expenditures. Secondly, there is an external assessment of surrounding municipalities rates and fees to determine if fees are comparable.

The Municipality of Northern Bruce Peninsula is unique from a competitive market comparison. Typically, a municipality has several other municipalities that surround them that may serve as competition for such things as ice rentals, hall rentals, and playfield rentals. In these cases, the goal is to balance their fees with the quality and experience that is provided in their facilities to avoid migration of users to surrounding municipal competitors.

Since the geographical area of the Northern Bruce Peninsula is substantive, and there is only one municipality to the south in which they border, the external assessment of rates and fees is for the most part redundant. The exceptions to this are marina services for seasonal and transient boaters and ice rental rates.

The demand for seasonal docking slips is currently higher than the supply at both Lion's Head and Tobermory. The municipality may have some opportunity to increase fees at either or both locations. Transient use was also trending higher at Lion's Head Marina, yet lower at Tobermory during the pandemic which would require continuous monitoring to determine if transient fees could be adjusted accordingly.

Ice rates is the other area that user groups might be willing to travel for a better experience, better time, and cost savings. The two minor hockey organizations have amalgamated creating the Bruce Peninsula Minor Hockey Association. There is an agreement to split ice time 50:50 between the arenas at Lion's Head and Wiarton District Community Centre. Both these arenas are of a similar age and amenities, thereby offering a similar experience for both users and spectators. It should be noted that Northern Bruce Peninsula is in the process of investing over

\$4 million dollars on upgrades to the Lion's Head Arena to create larger dressing rooms, increase foyer and community space and moving the Public Library to the arena footprint. These upgrades would also provide opportunity for the municipality to increase ice rates above what the Wiarton Arena charges.

Below is a chart reflecting the surrounding ice rentals fees. South Bruce Peninsula in the closest community to Northern Bruce Peninsula with the other community being over an hour away.

Municipality	Prime Time Ice Hours	Prime Time Ice Rate	Non - Prime Time Ice Hours	Non-Prime Time Ice Rate	Non-Resident fees	Subsidy ice rate for Minor sports and approved groups
South Bruce Peninsula	Mon–Fri 4pm-12am All Weekend	\$120.00	Mon-Fri 8am-4pm	\$80.00	None	Yes \$95.00
Northern Bruce Peninsula (Adult Pricing)	Mon–Fri 4pm-12am Sat-Sun after 12pm	\$115.00	Mon-Fri 8am-4pm Sat-Sun before 12pm	\$103.00	None	Offer Youth specific pricing options
Northern Bruce Peninsula (Youth Pricing)	Mon–Fri 4pm-12am Sat-Sun after 12pm	\$88.00	Mon-Fri 8am-4pm Sat-Sun before 12pm	\$77.00	None	
Saugeen Shores	Mon – Fri 5pm-12am All Weekend	\$164.02	Mon-Fri 8am-5pm	\$116.73	None	Yes \$120.61
Arran-Elderslie	Mon – Fri 5pm-12am All Weekend	\$138.05	Mon – Fri 8am – 5pm	\$81.42	None	Yes \$100.53
Georgian Bluffs	Mon – Fri 5pm-12am All Weekend	\$130.00	Mon – Fri 8am – 5pm	\$80.00	None	Yes \$90.00

Findings - Rates and Fees

- The municipality has one municipal comparator/competitor to their southern border (South Bruce Peninsula), thereby limiting migration to other municipalities.
- There is opportunity to increase seasonal wharfage fees at both marinas as demand outpaces supply.
- Transient wharfage should be actively monitored for demand and opportunities to increase fees.
- Ice rates are lower than their nearest competitor (Warton Arena) for similar quality facilities.
- Community groups can use municipal halls/rooms for little to no costs.
- The municipality offers grants to groups for the use of facilities.

TRENDS

This Section explores a broad range of demographic, environment, activity, and program delivery trends that have been observed and have been collected by the consulting team through research, best practices, work knowledge and experiences.

At the time of this study, the COVID 19 pandemic has affected many recreation behaviours, including indoor and outdoor recreation and leisure patterns and access to facilities due to lack of availability because of public health guidelines. This has impacted families' and individuals' opportunities to engage in an active lifestyle. Many programs and indoor facilities were shutdown for significant periods and even parks, playgrounds, courts, and outdoor gathering spaces had temporary closures. We can't determine the lasting impacts on participation and program availability quite yet; however, it was evident during the pandemic that trail usage and enjoyment of nature where access was available had a dramatic increase in usage. Investment in private leisure spaces and equipment like backyard pools, bicycles and home gyms are other indicators of changing activity forms and options that people pursued as households redirected their non-discretionary funds to home-based activities.



The following trends have been collected through a review of a variety of initiatives by: municipalities; conservation areas; parks at the local, provincial, and national levels; and, private recreation providers.

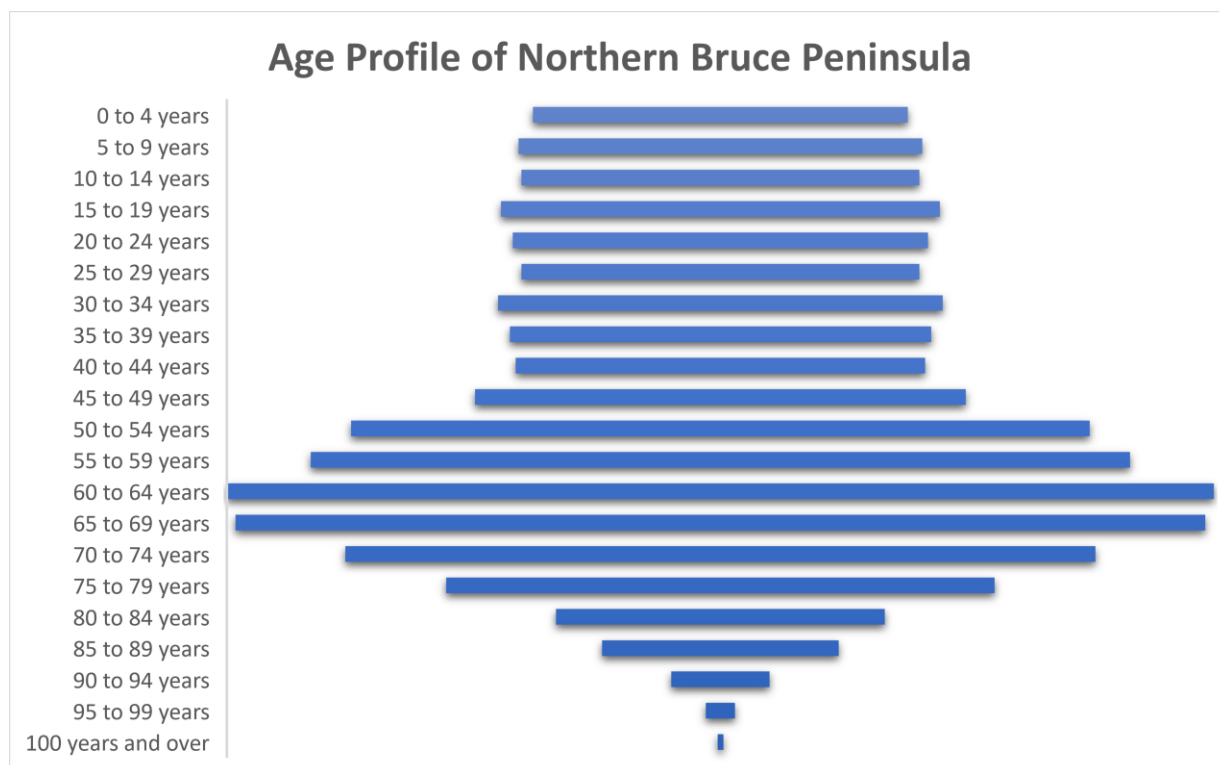
Demographic Trends

One of the most significant and well documented trends within Canadian society is the aging population. National aging trends suggest that the Municipalities population will continue to age, driving the expectation for targeted and high quality older adult programs and services. The impact of healthier, more active seniors also places pressure on demand for a range of programs and services year around.

What could an aging population mean for the Municipality of Northern Bruce Peninsula in terms of participation impacts in leisure and related services?

- Continued interest in walking, trail activities, cycling.
- Leash Free Dog Parks.
- Low impact recreation and social participation: pickleball, bocce, horseshoes.
- More health and wellness active programs for “younger” seniors
- Affordable value driven programs and opportunities.
- Increasing interests in art, family history, culture, nature and heritage.

The demographic shift over the next ten years suggest that the municipality will continue to deal with an increasingly older population.



This will result in the need for age-appropriate and diverse types of leisure programs and activities, to support multi-generational and age-friendly opportunities. The municipality should proactively plan for the continued shift in demographic changes through repurposing underutilized indoor facilities and open spaces, which appeal to a broad range of users, as the preferences and profile of residents continue to evolve. Maximizing all existing assets while ensuring sustainability in the longer term will be a key consideration.

Ethnicity

Census data indicates that the Municipality is not ethnically diverse and can expect to continue to offer traditional Canadian sports and winter leisure activities for permanent residents. Conversely the visiting seasonal public is more diverse and will require the municipality to remain open to non-traditional activities and consider more inclusive education and communication strategies.

Environment

Over the last twenty years, the concern about protecting the environment, particularly global warming / climate change, has substantially increased. The recent COP26 (United Nations Climate Change Conference) highlighted the significant global priority now placed on climate change and the impact worldwide.

Significant political priorities have been placed on environmental protection, carbon reduction and sustainable energies. This trend has considerable connectivity for parks and open space areas delivering leisure services.

Communities are reconsidering ravine lines, water courses, forested areas, wetlands, shorelines and related areas for public acquisition and conservation, either directly by Conservation Authorities or Municipalities. The recent federal election had a significant focus on the environment, particularly climate change and the Carbon Tax. The Ontario Government introduced Bill 108 which would focus Conservation Authority resources on specific core mandates which may increase reliance on the Municipality (and its open space partners) to be responsible for providing opportunities for public access to nature and recreational opportunities on conservation lands and related programs and activities, as part of municipal parks and open space systems.

It is anticipated that municipalities and conservation management over the next twenty plus years, will have an increasing stewardship role in the protection, conservation and day-to-day management of a variety of environmental areas. Some of these areas will be able to sustain little if any human activity, while others will become significant open space and park activity venues. This trend will have impact on Northern Bruce Peninsula as they continue to deal with

increased interest and demand for access to their natural assets and beautiful waterfront vistas.

Waterfront parkland is increasingly becoming a gathering place for family gatherings, medium to large events, and cultural festivals. This results in an increased need for hard surface parking areas, and amenities such as washrooms, which impact the storm water runoff into the waterways and lakes. Creating a balance between conservation efforts/low impact design considerations and enjoyment of these spaces is key to the future sustainability of waterways and lakes.

Increasing consideration is also being given to community trails as ways to reduce carbon emissions and to promote active transportation as outlined in most municipal Official Plans and provincial government policies. Therefore, the development of trail master plans and investment in trails has been a growing priority for many municipalities and conservation areas. With walking being one of the most popular recreational activities, and its direct linkage to health, fitness, mental health and other benefits, creating a linked system of safe on-road and off-road active transportation routes will contribute to sustaining healthy, living environments focused both on ecological and personal well-being.

The conservation of more natural areas, the expansion and increased promotion of trails and year-round trail usage, increasing expectations on facilities being environmentally efficient, and reducing the environmental impacts from day-to-day parks and recreation operations, is a significant growing trend and community expectation. This trend has definable capital and operating cost implications which are generally perceived as important investments in enhancing the health, environment, liveability and sustainability of a community and its residents. In the absence of a Conservation Authority, the pressure to provide conservation and sustainable opportunities becomes even more acute for the Municipality and its partners (Parks Canada, Ontario Parks, Peninsula Bruce Trail Club, Bruce Trail Conservancy, Bruce Peninsula Biosphere Association).

Waterfront/Water Features

The COVID-19 pandemic has increased the demand for use of outdoor spaces such as water features and waterfronts. This has placed additional pressure on municipalities to manage these spaces while ensuring social distancing, public education, safety, and management of risk associated with public access to water bodies. The need to provide support amenities (parking, public washrooms, rest areas) was also made evident throughout the pandemic as demand exceeded supply in many instances across Ontario.

The Municipality along with the National and Provincial Parks and the Bruce Trail Organizations will continue to experience increased uptake and related management activities.

The Lifesaving Society of Canada identifies two age groups as having the highest risk of drowning:

(a) 2 to 4-year-olds as they are inquisitive and take advantage of their ever-expanding range and speed of mobility. They have no awareness of looming aquatic danger. It is up to parents and caregivers to protect them.

(b) 35 to 49-year-old men mainly from swimming and boating activities - powerboating, fishing and canoeing, caused mainly by not wearing a lifejacket or personal flotation device (PFD) properly, alcoholic beverage consumption, being out in cold water conditions, and being out after dark.¹

Municipalities are taking steps to mitigate risks associated with waterfront and beach properties by taking steps to educate the public, installing signage and rescue equipment at unsupervised beaches, and making physical improvements to mitigate the risks.

Inflatable water parks are becoming popular at waterfronts by providing a fun activity for all ages, and a revenue source for municipalities.

Conflicts exist whereby environmentalists and conservation authorities prefer to have waterfronts and beaches remain naturalized, while the public and private sectors seek ways of creating amenities to support water activities such as marinas, food services, equipment rentals, and condominiums to take advantage of the lake views.

The management of the shoreline is ongoing and subject to naturally occurring processes associated with flooding, erosion, and dynamic beach movement. Where there is a lack of vegetation stabilizing the shoreline, land and infrastructure are at risk from erosion caused by wave activity.²

Efforts to clean up the Great Lakes have been successful in improving water quality in recreational areas, fish habitat and reducing shore erosion.

Phosphorus that washes into bodies of water from farms, industry and municipal wastewater treatment systems has been blamed for near shore algae blooms in waterfront areas.

Waterfowl such as Canada Geese, Seagulls, Ducks, etc. create water contamination issues as their feces are often left along the waterline and can be washed into the water, thereby contaminating the water quality close to shore. This is an issue at the Lion's Head beach area that will need to be addressed.

Conflicts between motorized and non-motorized craft continues to be a concern for residents as noise and fuel pollution contribute to negatively impact the cleanliness and tranquility of Ontario's waterways.

¹ <http://www.lifesavingsociety.com/drowning-research/high-risk-groups.aspx>

² <https://trca.ca/conservation/watershed-management/lake-ontario-waterfront/hot-topics/>

Program and Service Delivery

Types of Service Delivery

Northern Bruce Peninsula's program and service delivery has been a community-based leisure services approach. This service delivery model can be successful when the following are in place:

- trust between service providers
- transparent communication between parties
- written guidelines and role definition
- strong leadership establishment
- reasonable user fees and allocation policies
- strong volunteer and a service to the community approach

Collaboration, Partnership and Joint Ventures

The use of partnerships and joint ventures has dominated discussions around future leisure services delivery. They are seen as a service delivery strategy which utilizes all of the available resources in the community and allows organizations and individuals with expertise and capacity to more effectively deliver service. It expands service opportunities within the community, and potentially achieves greater cost efficiencies through economies of scale and more coordinated / integrated delivery efforts. Partnerships are essential to delivering the healthy communities' strategy of the Public Health Agency of Canada (Public Health Canada).

The multi-sectoral approach leverages the work being done in many other areas, which can support other entities mandate, and decreases providing competing services. The municipality has developed partnerships as a leisure services delivery strategy with culture and recreation groups, the County, the Peninsula Bruce Trail Club, and provincial and national parks. This notion of partnerships and joint ventures, involving the public, private and non-profit sectors, as well as community-based groups, is widely seen from the research and input as a vital leisure service delivery strategy now and in the future.

Different types of partnership

- Public/non-profit partnerships - These partnerships involve a range of assistance from community-based partner organizations who can also help to encourage and maintain resident interest in parks and natural areas. Their contributions can include park improvements, tree planting, natural area management, education and awareness, and delivery of programs.
- Corporate sponsors - These are strategic partnerships between municipalities and prominent corporations to provide additional levels of service or infrastructure.

- Public-private partnerships - These types of partnerships are typically associated with major facility and site development beyond the standard of service that a municipality alone would provide or can afford.
- Provincial/Federal government partnerships - higher levels of government may offer funding partnerships to municipalities.

In terms of strategies, the use of partnerships, joint ventures, and the expansion of their role and application in delivering major park and leisure facilities, (or a portion thereof) is a strategy which will need to be examined in all service initiatives. There should be a check list of questions for each project as to a potential partner's identification, feasibility and desirability. The challenges with partnerships, in terms of risk, sustainability, mutual benefit and value for investment, needs to be continually assessed.

Many different types of partnership models are evolving, both in terms of leisure programs and facilities. There are ongoing efforts to consider different ways of delivering services than traditional direct services only approaches. Financial constraints and the increasing spectrum of leisure services interests results in collaboration, partnerships and joint ventures representing important strategies in responding to an ever-changing operating environment.

All of the above models are affected by the over-arching trend of a **decline in volunteerism**. Volunteers are essential to the operation and delivery of recreation and park opportunities, and many communities rely heavily on their assistance, particularly in smaller communities. Older adults currently represent the most active volunteer group; however, it is anticipated that this group will soon move on from the volunteer workforce, resulting in greater pressures on the delivery of services and impact on programming capacity. COVID-19 has exacerbated this issue as people have been reluctant to volunteer, or to return to volunteering. This gap in the volunteer base opens opportunities to attract new volunteers, particularly among youth. Although volunteer hours for high school students are mandatory, youth ages 15 and under represent the smallest proportion of volunteers, representing a need to engage this age group early to improve the likelihood of retaining volunteers in the future.

As previously mentioned, the Municipality relies on local service clubs and community partners - whose memberships consist of dedicated volunteers to assist with delivering key recreation and parks services. Some of these groups have formed successful partnerships in operating and maintaining recreation and parks facilities, or fund raising for community projects. Other groups have been (prior to the pandemic) responsible for the success of local events such as the Harbour Concerts on Friday night, Movie Night at the National Parks Facility, and events at the Meeting Place.

The concern for the Municipality and many other municipalities is that if these volunteer organizations dissolved, the municipality might have to step in and deliver these programs or

events directly. The Municipality should support volunteer organizations, provide training, liability protection and financial support to ensure a win-win success.

There are partnership model successes in all parts of Ontario in both rural and urban settings. The ultimate success of any partnership relationship is based on the legal agreement anticipating all applicable outcomes and having agreed upon standards and remedies for performance.

There are also some fundamental pre-qualifiers for success in exploring alternative delivery or financing models which include the following:

- Understanding the benefits of a potential relationship.
- Willingness to entertain the notion of delegating a service or function to a third party.
- Availability and capacity of a third party in the market area.
- Size and characteristics of a market area.
- Risk Tolerance.
- Organizational Culture.

It is important for all levels of staff, from leadership to operations, to have a general discussion around their readiness to consider alternative service delivery. We suggest staff work their way systematically through the other pre-qualifiers to determine which areas, if any, need to be addressed internally. To facilitate this discussion, it may involve dedicated training and policy on alternative service delivery types and their benefits so that all involved have a full understanding of the options to be considered. Unless there is a general acceptance of the benefits of alternative service delivery, the staff should refrain from entertaining alternatives until such time as the acceptance is favourable .

Activity Trends

Activity trends will influence the future development of alternatives and priorities for the Municipality in determining which recreation and leisure activities to consider for future development. It is, however, important to understand that participation in various recreational and sport activities is driven by two key perspectives:

Population Growth: as the population grows or declines, the absolute number of people available to participate in any activity also changes.

Participation Rate: the participation growth rate or declining rate is based on individuals' interest in participating in a specific recreational, sport or cultural activity. There are many influences that drive the impacts on participation, such as:

- an aging population with proportionately fewer younger members within the demographic profile.
- the growing number of new Canadians within the population who have not experienced the same recreation and sport activities,
- contemporary/cultural popularity of certain activities.

- the cost of participation, as well as the convenience of schedules and venue availability.
- the emergence of new activities or modified current activities that increase the diversity of choices that people have for participation.
- economic downturns that could reduce people's discretionary income to pay the fees for participation; and
- a host of other influences

Due to the wide range of impacts and influences on recreation and sports participation, the participation rates tend to be dynamic over relatively short periods of time.

In the case of NBP, the population growth rate is minimal over the timeframe for the study. That, combined with the distance between facilities to meet the needs of all ages and interests, has already impacted the ability to field age-based teams, specific programs (dance), and volume of people to support a new program. The participation rates have been influenced by some of the factors noted, particularly a younger and more active senior population, young families and working professionals looking for new recreation pursuits. The seasonal nature of employment can also create barriers to participation as discretionary income during the shoulder season can impact ability to pay.

In summary, the following trends and new activities are relevant to Municipality's current and future considerations.

Swimming - Learning to swim is considered a life skill by many Canadians similar to, learning to ride a bicycle. We are fortunate to have a broad range of aquatic recreational activities across Canada including waterways, rivers, lakes, private and public swimming pools. Learning survival swimming helps to ensure that Canadians are safe in, on and around the water. In Ontario, a majority of Grade 3 students participate in Swim to Survive as a part of the curriculum to ensure that each child can successfully complete the basic survival skills: roll into water, tread water for one minute, and swim 50 meters with or without a lifejacket or PFD^[1].

Aquatics also provides many physical activity, therapeutic and health benefits for individuals with disabilities, injuries, and physical limitations brought on by aging. There is a growing trend for new and renovated aquatic facilities to include warm water tanks for use by younger children learning to swim and adults participating in aquatic fitness classes, as well as hot tubs for the individuals mentioned previously.

Aquatic service providers, owners, operators, and their insurers recommend regular pool and waterfront audits/inspections by an independent agency to ensure that the risks associated with delivering these services, are in compliance with regulations, and that facilities and programs are managed at the highest level of safety. Public access to beaches, waterfronts and adjacent trails is becoming increasingly important for the physical, social, and mental health of individuals. Ensuring that these spaces remain within the public domain is important to residents as well as visitors to these areas for recreation.

The need for year-round access to swimming facilities is often identified within the top three requests when communities are surveyed. But the associated costs to operate swimming pools usually requires a population base which is large enough to support these facilities both in attendance and cost recovery through taxation, grants, and user fees.

Given the geographic expanse of the Municipality and the financial obligations that will come with expanding and operating the new Arena complex, the ability to consider providing an indoor swimming pool should be thought of within the context of sharing with South Bruce Peninsula and/or another neighbouring municipality.

Walking has grown amongst all population cohorts as an important recreational activity, and continued growth is expected to align with the following trends and factors:

Increasing emphasis on healthy lifestyles, active transportation, and environmental benefits of walking. CanadaWalks reported that 45% of Canadians reported that it would not be difficult to commit to walking 30 minutes a day, the amount recommended for health benefits. Also, more than 70% agreed that walking is a form of exercise with real health benefits, and it is a pleasant and relaxing activity. Also noted is the uptake in walking is during personal time doing errands, visiting, parks/playgrounds, and visiting others. (CanadaWALKS) This is positive for the Municipality as residents seek out more local parks and open spaces to visit:

- The low cost to participate and flexible time commitment.
- The multiple routes and alternatives available to create diversity and interest.
- The ability to walk alone, with friends, in small groups or larger entities.
- The availability of indoor and outdoor walking facilities for year-round use.
- The ability to walk no matter what one's ages if mobile.
- All these points make walking a highly accessible, affordable and flexible activity that all ages are incorporating into their lives.
- Trail usage is increasing as the variety of outdoor trail activities has grown.

Northern Bruce Peninsula will need to assess their inventory of safe, lit, accessible and year-round walking opportunities (indoor and outdoor), working with partners to maximize all available facilities and routes.

Fitness, Wellness and Spiritual Programs

Outdoor fitness loops have existed for some time, with a growing number integrated into open spaces that include exercise equipment that is designed to withstand extreme temperature and inclement weather condition. These types of fitness loops are gaining momentum as exercise opportunities that are in a natural setting and are perceived to be free. A list of some of Ontario's fitness trails can be viewed on the Ontario Trails website ([Ontario Trails](#)).

Programs, such as fitness classes, yoga, and tai chi will continue to show growth, especially as new fitness program elements come into the environment. These activities have gained significant support amongst X and Y generations, particularly Y generation populations who place

a higher emphasis on quality of life and healthier outcomes. These classes started mainly indoors but have migrated to outdoors whenever the weather permits, and can be found in most Ontario communities. With minimal indoor locations available in the Municipality, programs are being held using other public spaces which, while not ideal, demonstrate an interest in these types of programs (yoga, tai chi, stretching).

Cycling

Cycling is increasing across Canada in both small and large communities. Forty-two of Canada's 100 census subdivisions with populations over 50,000 saw rates of cycling to work increase between 1996 and 2016. In small towns, tourism often plays an important role in growing cycling for transportation, as is the case with both Canmore and Revelstoke, Alberta. In both places, a recreational mountain-biking culture has translated into more trips to work by bike. (TCAT)

Bike tourism is booming. Research by the Ontario Ministry of Tourism, Culture and Sport (MTCS) shows that, in 2010, two million Canadian visitors participated in cycling activities in Ontario and spent \$391 million. This represents an increase of 25 per cent in the number of visitors and 18 per cent in spending over 2009. (MTO)³⁴ In 2015, Velo Quebec reported that cycling tourism spending was \$700 million with visitors spending \$242 per family per day, 6% more than the average traveller. (tcat)

Cycling of all forms is very much on an upward trend not only leisurely but also for competitive purposes. CycleON, Ontario's cycling strategy, is focused on increasing cycling usage, improving cycling infrastructure and implementing an integrated province-wide network of cycling routes (MTO CycleON). With this increase trend also is an expectation of a higher standard for services provided for the riders. For example, tire pumping, bike repair, and water filling stations would need to be placed at strategic locations.

The addition of 30km of paved bike lanes along both sides of Highway 6 entering Tobermory is a great addition to the inventory. The hosting of the first (gravel) Gran Fondo in 2021 was met with tremendous enthusiasm and success. Linking available bike routes needs to be a priority, and the development of new cycling "loops" could support both the interest in residential cycling and interest in day trips to "destinations".

Lack of cycling infrastructure at key destinations is also a requirement to support a successful outing. (bike racks, bike repair etc.).

Field Sports; Cricket, Ultimate Frisbee/Disc, Soccer, Baseball Sports

Frisbee Golf, Disc are examples of emerging sports. Disc sports are appealing to a younger population who like the idea of golf but not the expense or time commitment. The Canadian Disc golf 2018 annual report shows growth of memberships and events across the country and in the world (PDGA Canada). The number of courses across Canada have grown from 82 in 2007 to 240 in 2018 with 65 courses in Ontario. Ontario membership has grown from 286 in 2015 to 473 in

2018 and there are many more playing the game informally. The numbers are starting from a very small base number of active players but are growing quickly as facilities become available.

Pickleball

Pickleball has emerged as a rapidly growing sport in Canada, particularly among older adults and seniors. It is played both indoors and outdoors, on a court that is about one-third the size of a tennis court, with a slightly lower net. There is significant growth coming for aging populations with its fitness, ease on the body and social elements of the game.

The Municipality has an active pickleball group in Tobermory that play regularly all summer, moving into the TCC in winter. They have recently provided introductory play to youth, suggesting a continued growth in interest for all ages. The Lion's Head pickleball group is also very active, using the tennis court at the school for outdoor play, and pre-COVID, the gymnasium at the Lion's Head High School. The lack of appropriate available indoor facility space (daytime and evening) is a limiting factor in meeting the demand for this growing sport.

Event and Picnic Area

Event and picnic space is increasing and there is more demand for indoor facilities and picnic areas than available. Recent immigrants from warmer climates come from communities where holding social gatherings outdoors is their norm. They look forward to connecting with their extended families and friends at these events. The availability of amenities to cook and clean as well as shelter from poor weather draw them back to a location. The COVID-19 pandemic is a factor in the growth in these activities as seen in 2020 and 2021.

Fishing

Participation has remained steady since 2005 with Ontario having over 750,000 anglers in 2015. Over 75% of Canadian anglers are male with an average age of 49 years. ([Fisheries and Oceans Canada](#)) The anglers averaged fishing 15 days per year. Fishing appeals to an ethnically diverse group if they participated in this activity in their country of origin. It is an activity that one can participate in all seasons and ice fishing makes for a very Canadian experience.

Kayaking, Paddleboards, Canoeing

Kayaks and Paddleboard have become extremely popular over the last few years in addition to canoeing. They provide a great health benefit, affordable, social, and opportunity to explore the waterways and outdoors. During the pandemic, these activities saw dramatic increases as people were looking to get outdoors to pursue safe activities. Access to water to launch personal kayaks, canoes and paddleboards is becoming more challenging in the Municipality.

Nature, arts and culture activities, programs and spaces

These areas will expand with the growing and aging population. Arts and culture venues are also an important part of local and regional tourism strategies and attractions. Cultural activities such

as festivals, fairs, or classes create social interactions, fostering social inclusion, community empowerment, confidence, civic pride, and tolerance. Culture is important to the vitality of all communities. A return to some of the events that were held prior to the pandemic (Market, outdoor concerts) will continue to be popular among residents.

Outdoor skating

There's been a trend in recent years towards outdoor skating rinks, where individuals can skate along frozen rivers, lakes and through trails. Examples of these rinks are Rideau Canal, IceWay in Edmonton, Red River Mutual Trail in Winnipeg, and Valens Lake in Hamilton (Culture Trip). Valens Lake Conservation Area has created 425 metre new skating trail out of a campground road. It takes skaters on a journey through cedar, spruce and pine forest at the campground. There is also the new outdoor rink option coming to Union Station. It is an adventurous outdoor activity for the whole family but subject to cold weather to maintain ice conditions.

Snowshoeing/Cross Country Skiing

A significant trend in Canadian cross-country skiing has been the tremendous growth in the sport on a recreational level. Over 3.5 million Canadians own cross-country equipment, of whom almost 2 million ski once a week or more during the winter months. (Patricia G. Bailey). The lower expense and lower injury risk of cross-country skiing attracts individuals as they leave downhill skiing. It is also a great activity for the whole family.

The sale of snowshoes is growing rapidly and many of the winter recreational venues are seeing a marked increase in trail passes for snowshoe participants. Snowshoeing or skiing that allows you to be able to glide or walk-through deep snow has gained popularity in the last decade as a recreation activity. Like hiking in the winter, the best places to snowshoe or ski are on hiking trails. It takes minimal equipment, is easy to learn for the whole family and it offers a great workout for all ages. (Snowshoe Canada) Given the access to outdoor areas in the Municipality, this is a key wintertime opportunity for residents. Access to groomed trails in the norther portion of Northern Bruce would be beneficial in expanding access for the Bruce Ski Club, which boasts over 1400 members.

Sledding/Tubing

Tubing is a recreational activity where an individual rides on top of an inner tube and can be a perfect way to enjoy a snowy day. Although tubing is simply a different medium on traditional tobogganing/sledding, there are now a number of spots in the GTA to tube at - <https://www.todocanada.ca/snow-tubing-around-toronto/>

Overall, the demand for the winter use of parks and open spaces is growing with people's desire to be outdoors in all seasons. This would mean a higher level of service for trails and amenity maintenance.

Outdoor Court Sports and Activities

Growth in participation in outdoor sports on playing courts is related to population growth and demographic changes, growth in participation rates in some activities, increasing demands for non-programmed recreational activities and other factors. Other outdoor sports and activities played on outdoor courts (along with Pickleball) include lacrosse, basketball, ball hockey, bocce, lawn bowling (greens), beach volleyball and shuffleboard. Outdoor courts are increasingly designed to be multi-use to allow for a range of alternative or concurrent sports and activities on the same surface. Continued dialogue around demand, participation rates and design is needed to maximize use of the courts.

Extreme Sports

Outdoor skate parks, BMX tracks, mountain biking trails, pump tracks and similar facilities have become an increasingly common part of the outdoor recreation facility mix in municipal and open spaces in Ontario.

Scooters have become almost as common as bicycles among children and the range of users and age groups at major skate parks has broadened to include more children and youth on scooters and bikes in addition to those on skateboards.

Mountain biking trails can vary widely in terrain and level of difficulty, and route planning should consider designated routes targeted for this use to avoid potential conflicts with other trail activities.

Parks and Recreation Master Plans across the GTA, Kitchener, Waterloo, Burlington and others identify the need to develop these facility venues and the investments have been significant in elevated skateboard parks (Sarnia), BMX trails and related facilities.

Natural Playgrounds and Play Spaces

In the 2019 Canadian City Parks Report it noted one of the key trends is increased demand for naturalized spaces in parks and nature play opportunities for children (Park People Charity). It is no surprise that natural playgrounds which encourage this type of engagement with the natural environment are booming in popularity. Natural playgrounds replace plastic and other man-made products with natural materials. Natural playgrounds provide all-ages play spaces with few access barriers for children of all abilities. A play space created around grass, wood, sand, and stone easily becomes a natural haven for creative play at many different stages of child development.

Dog Parks

Dog parks are the fastest growing types of parks ([Park People Charity](#)). Fenced in or open space off-leash areas for dogs are destinations and can be revenue-generating, and increase satisfaction with the visitors' experience, as many dogs are regarded not just as part of the family, but as children. One of the concerns is the potential for conflicts among and between dogs, among people and dogs, and among the dog owners. Several municipalities have worked on this issue and presented guidelines and posted rules and etiquette so all can better enjoy their dog park experiences. ([Vancouver P&R Board](#)). During the COVID Pandemic there was a surge in households buying a puppy as many working from home with children who needed something to do, had no where to go for vacation or had limited social opportunities felt the urge to buy a pet.

The Dog Park recently developed adjacent to the Meeting Place provides a great, fenced, dedicated area for dog owners.

Community Trails

Community urban trails have become one of the most popular and sought-after development initiatives within communities and conservation parks. Trails are a communities' green infrastructure network. They provide connections that tie communities together, link park and recreation opportunities, and serve as transportation routes (Connect Our Future). Initially, walking, hiking and jogging-type activities were the prominent use. In more recent years, cycling, rollerblading and other uses have emerged in force.

The design of trails has advanced significantly corresponding to the wide variety of trail surfaces and environments, and to become more multi-use. As trails become more multi-use with higher volumes of people, there is a need to manage trail activities to reduce conflicts and to provide trails on a year-round basis, through signage, markings / lane separation, by-laws, and maintenance. The breadth of trail activities is very broad as shown on the Ontario Trails web site that has over 20 categories of trail activities ([Ontario Trails](#)).

One of the most significant trends of the last five to ten years has been the linking of community trails to broader linear transportation network planning as a component in these networks. The Ontario Trails Council, which works with groups and communities across the province to help facilitate connections and resources to support trail development, has documented Ontario communities' Active Transportation and Trails committees which are working to support this transportation connection trend (Ontario Trails Council). As a result, community trails are increasingly taking on a role as an alternate transportation resource in combination with the fitness, recreational and related activities which have traditionally been the value basis for these resources. As previously noted, Trail system planning should connect destinations so that a linked network evolves providing convenient access to schools, large parks, attractions, commercial areas, waterfronts, special environmental features and other community resources, including the provision of appropriate support amenities. (washrooms, parking)

With the development of the broader network system, including the integration of trails between municipalities, particularly in regional government areas, has resulted in the notion of a three-tiered trail system:

- The spinal corridors which are the primary transportation routes;
- The local trails which connect neighbourhoods and other destinations within communities.
- Specialized and destination trails within a variety of natural and built settings providing routes and loops with points of interest, landmarks, interpretive and educational signs and information, fitness equipment, views and other features.

The passing of the Ontario Trail Act in 2016 outlined the Ontario government's responsibility for development of a trail classification system, to increase awareness of and use of trails, enhance and protect trails and recognize the contribution trails make to the quality of life. The 15 distinct trail regions have been documented by the Ontario Trails Council and the development of a voluntary trail classification system is in progress (Ministry of Heritage, Sport, Tourism and Culture Industries).

Community trail development are evolving and needs to be considered in all new and renewal development occurring within communities as both a recreational experience that sustains leisure interests, fitness and related activities, as well as providing alternate transportation opportunities. As trails evolve so do the amenities: benches, rest areas, washrooms, walkway lighting, water filling stations and signage (wayfinding or park identity signage). Trail systems also include trail heads, rest areas, lookouts and other supports along the trails and winter maintenance and lighting of certain trails for year-round use.

In addition, as trails become more multi-use, involving everything from cyclists training for competitions to older adults walking for health, comes the need to better manage trail utilization to reduce conflicts and to provide trails on a year-round basis. As a result, strategies have evolved, often to have two track trail systems in heavy use areas. To support the multi-use of trails there has been development of user etiquette guides, Trail Smart (Ontario Trails), by numerous groups to help foster positive shared trail usage. Many conservation parks have been approached by groups who have asked if the trails can be maintained on a year-round basis so that users can sustain their fitness regimes and facilitate ongoing alternate transportation access. Any such strategy will require additional resources.

As the role of trails evolves and utilization grows, trails will become an increasingly important resource that will need continuing investment, maintenance, and management to sustain their value and effective use and benefits.

Water Features

Water features provide opportunity for low-risk participation with a wide variety of play possibilities. In response to budgetary, staffing and space limitations, spray/ splash pads are

becoming more commonplace and more economical than swimming pools (NRPA). Potable systems and re-circulating systems are the basic design approaches to spray/ splash pads. Communities like London, Goderich, Burlington, and others have repurposed outdoor and wading pools to splash pads, and this trend is accelerating. The Ontario Ministry of Health amended Regulation 565 to include updated requirements for splash/spray pads, wading pools and swimming pools. The regulation ensures that the water supplied for recreational enjoyment meets a minimum health standard for potable and re-circulation systems. The regulation also states supervision requirements for wading and swimming pools where there is standing water and the risk of drowning is higher. The addition of spray/ splash pads to existing and new park developments offers a low-risk activity for children to stay cool and have fun during the warm summer months. Service clubs such as the Rotary Club have partnered with municipalities to raise funds for the construction of spray pads in their community.

To meet the needs of young families, a splash pad could be an interesting amenity for consideration in future.

COVID-19

It is impossible to determine the lasting impacts on participation and program trending as a result of the ongoing COVID-19 Pandemic. It is important to note the following trends are on the rise Pre and Post Pandemic.

- Trail usage, walking and getting out into nature remains strong
- Activities where you could interact in small groups or alone remain steady such as ice skating, skiing, cycling, walking, water sports and fishing.
- Play through playgrounds, technology, water/swimming, multi sport pads and dog parks.
- Holistic program: yoga, mediation and spiritual programs remained popular through pre and post pandemic.

COMMUNITY ENGAGEMENT

The Municipality of Northern Bruce Peninsula emphasized the importance of community engagement as part of the terms of reference for this assignment. The process is designed to receive distinct input from the community in key phases. The first phase of community engagement is focused on individuals and groups who are considered “community stakeholders”. These stakeholders have been identified by staff as those individuals who may have broader based insight into what should be considered in the Parks and Recreation Master Plan and the Lion’s Head Waterfront Revitalization Study.

Invitations were sent to all stakeholder groups/individuals that were identified by staff to participate in one of several sessions that were provided on various days and times including daytime and evening sessions options. Most interviews were conducted over a three-week period starting, November 22nd, 2021, and ending January 5th, 2022.

Participating Stakeholders

The consultants scheduled a total of 36 engagement sessions representing 40 groups as many individuals represented more than one area of interest. The following groups / agencies responded to the request to participate and joined the conversation related to the Parks and Recreation Master Plan and Lion’s Head Waterfront Revitalization Study:

- Lions Head Business Owner
- Harbourside Music
- Members of NBP Council
- Tobermory Chamber of Commerce
- Lions’ Head Shuttle Service
- District School Board – School Principal (2 schools – Tobermory & Lion’s Head; provided notes)
- District School Board – Staff (provided notes)
- Municipality of Northern Bruce Peninsula staff (Clerk’s, Fire)
- Keep the Bruce Clean
- Community Organizer and Volunteer
- Musician and Country Fest organizer
- Pike Bay Association
- Tobermory Pickleball Association
- Parks Canada
- Tobermory Health Team
- Tobermory Business Owner
- The Meeting Place / Community Kitchen
- “Swans” of Ontario (previous Lioness Club)
- Bruce Peninsula Biosphere Association
- Gran Fondo Organizer
- Museum (staff)
- Lion’s Head Pickleball Association
- Lion’s Head Figure Skating Club
- Parks and Recreation staff:
 - Lion’s Head Arena
 - Tobermory Community Centre
- Friendship Club
- Bruce County Library – Tobermory & Lion’s Head Branches
- Friends of the Library (Lion’s Head)
- Ontario Parks
- Peninsula Bruce Trail Club
- Camp Celtic

Stakeholders Question

In the interest of consistency all interviews were conducted in the same structure. Individuals were asked to outline their background, organization, and comment on their passion and interest in recreation. Consultants in turn facilitated responses to the following questions which were provided to stakeholders in advance.

1. What are the key strengths, attributes and assets of Recreation and Parks in the Municipality?
2. What concerns, gaps or weaknesses would you identify with respect to amenities, parks, recreation (indoor and outdoor) facilities currently available at the Municipality?
3. Funding for the operation of recreation and park amenities and services is usually a combination of municipal taxes and user fees. What is your view on how to fund new or changed programs and services?
4. What are your top three priorities for recreation and parks in the Municipality? (Where applicable, responses in **bold**)

Strengths and Weaknesses

The following is a summary of comments derived from interview responses. In the interest of gaining fulsome responses, stakeholders were assured that no comments would be directly attributed to any person. The responses listed are provided in random order and imply no order of importance or priority.

Strengths	Weaknesses
• Community feel; sense of community • Large rural, natural area • Low tax rate; high capital reserves • Friday night concerts at LH (along Boardwalk); community spirit • Natural assets, cycling, paddling • Volunteer involvement high; tremendous passion • Availability of MAT tax • Community Grant Program • Hiking opportunities • Implemented new resident parking pass program in 2021 • Meeting Place community hub model; offer direct programs for a variety of	• Lose community feel with influx of tourists • Traffic/parking impacts (reactionary approach to mitigate, negatively affecting some local business owners and residential access) • Lack of parking in general detracts business coming from southern communities • Level of maintenance to municipal assets • No clear landing site on Website with consolidated visitor information (resources needed to populate and maintain)

ages and interests; strong volunteer corps, strong fundraising ability and access to grants • Lots of outdoor recreation opportunities provided by others (Parks Canada, Ontario Parks, County, Bruce Trail Conservancy/Club, Nature Reserves, Forest Tracts) • Staff keen; but stretched thin with wide range of responsibilities • Recognition that driving is required to access services • Growing awareness of working with 1st Nations (SON) • Community engagement – lots of passion and interest by volunteers • Arena in Lions Head brings people together; key winter asset (skating, hockey, curling) • 2 marinas – great destinations • Hiking, cross-country skiing, snowshoeing; lots of outdoor activities for those able • Created resident parking pass (full-time and seasonal residents and long-term rentals) • Access to arena for school students • All local facilities well used (TCC, Friendship Club, Arena) • Cooperative, solution-oriented staff • Assets: National Park, World Biosphere, Dark Sky Community, Ferry to Manitoulin, Provincial Parks, Bruce Trail • Free access to waterfront/beaches • Airport in Tobermory • Artists Co-op in Ferndale	• Not much for youth in LH other than arena • Lack of winter activities • Lack of walking options for seniors (safety outdoors, lack of indoor space) • Accommodation limited • Community Grant Program (limit of \$2000) • Access to trails (drive-to, terrain) • Lack of recreation opportunities for “adults”, young professionals, young parents (no gym) • Campground access to beach area restricts local access • Access to staff (summer staff, impact on accommodation – options and cost) • Lack of trained staff to work with children and youth • Parks and Recreation staff historically have had focus on maintenance and operations; less focus on skills needed for community development • Additional staff needed to manage increase in demand for services • Changes to tennis courts in Tobermory meant loss of ball hockey • Controlling access to key destinations with appropriate support amenities in place (parking, washrooms, signage etc.) • Grotto so popular; locals cannot access • Lack manpower to maintain existing assets • During peak season, locals cannot access key areas, including parks and recreation assets • Kids after Grade 3 bus to Lions Head; makes leaving again after school for recreation a challenge (drive)
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	• Employment limited and often seasonal due to weather; EI does not provide sufficient annual income • Transparency in decision making lacking • Meeting Place community hub model focused in Tobermory; could consider expanding hub to Lions Head • No indoor pool • Lots of individual halls (Fire Hall, Ferndale Info Centre, churches) • Service Club members aging; may impact future recruitment impacting community events, fund-raising • No public transportation • Not much for kids in winter other than skating related • Affordability can be an issue • Demographic growth towards seniors negatively impacts youth sport to create teams • Locals can no longer access what used to be resident destinations (Singing Sands, Grotto) • Resident access to waterfront limited (to launch a kayak) • Lack of time/resources to work with groups to implement projects (cost of maintenance, insurance, other) • Lack of transparency on how parking revenue is used • Numbers have to be limited to provide safe access and ensure sustainability • Maintenance of assets – boardwalks, trails, parks; permanent washrooms • Facilities do not meet needs of those with disabilities • Lack of coordinated marketing of programs and services • Fear of losing the rural feel
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	• Walking route from head of harbour to tour boat launch needs attention (Tobermory) • Municipal response has to balance resident needs with seasonal/visitor needs
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Identified Stakeholder Priorities

The stakeholder interview resulted in a substantive list of comments, consideration, and recommendations. The complete list of comments is featured in Appendix A. The following were identified by more than one stakeholder as a priority item from the complete list in Appendix A.

Programs and Events

- Improve access for residents (especially seniors)
- Establish a Recreation Committee to guide decision making
- Create parks and waterfront access away from residential areas
- Availability for visitors and locals year-round, all ages and abilities
- Educate community on why user fees, what they are used for; be conscious of affordability issues (seasonal employment, EI)
- Emergency Services need to be considered – response time, short term rental issues etc.
- Safe walking options year-round (and bike lanes)
- Use existing spaces first (high school, churches etc.)
- Ensure accessibility needs met
- Programming staff to work with Older Adults (like Sauble Beach)

Sports

- Lack of safe outdoor walking routes (downtown Tobermory to Big Tub Lighthouse)
- Winter walking options
- Revitalize events (movie nights at Parks Canada Visitor Centre, concerts)
- Improve signage and amenities to maximize off-season access to snow shoeing, cross country skiing on public lands
- Year-round facility for a variety of activities (studios, pickleball, youth area)
- Improved communication with residents on what is happening (recognize you cannot satisfy all the people all the time)
- Willingness to pay is changing; recognize opportunity if additional/new services can be provided

- Review space allocation to move some activities to arena and free up space at TCC (for clubs and not-sport type programs)
- Consider Municipality running tennis court at School location (or improve the cumbersome booking process)
- Develop dedicated pickleball courts (outside) when possible
- Educate public on need for user-fee; does not have to be unaffordable but contributes to accountability and experience indicates people are willing to pay

Community Partners, Affiliated Organizations & Business

- Balance use of facilities for tourists and residents with appropriate parking
- Ensure amenities in place to support facilities (washrooms)
- Consider share of MAT tax for community organizations/agencies to deliver service; Municipality needs to invest their share wisely in assets/infrastructure
- Establish capacity limits
- Move existing Daycare into elementary school and use land as new park area
- Use edge of existing municipal parking lot for a picnic area (with washrooms and picnic tables)
- Bring community (recreation providers) groups together to share, plan
- Consider expanding community hub model to Lions Head
- Improve funding model to recognize type and range of community support
- Arena Expansion
- Improved controls for parking at trail head; parking revenue should be re-invested back into community
- Safe walking routes
- Access to schools (all facilities, maximize use)
- Dog Park, Butterfly Garden
- Improved maintenance
- Centralized area to publish activities 24/7
- Visitor management, limits to development; how to calculate capacity
- Available accommodations and services, capacity
- Staffing - lack of housing/affordability/availability

Staff and Council

- Community Grant Program needs review; improved, simplified processes
- Consider gym in arena expansion (walking, gym use)

- Need 5-10 key priorities and have community assist in setting priorities – then make them happen
- Opportunities for seniors for passive recreation indoors and more indoor walking space; growing interest in Pickleball
- Pool (interested in partnership or working with private sector, SBP)
- More options for kids (geographic distribution challenging; limited number of kids for team-based activities)
- Improved access to School Board facilities
- More staff
- Input on arena design
- Consider needs of seniors at different facilities
- Consider different use of all/part of campground area (more green space, picnic area, accessible pathways)
- Additional staff in parks and recreation
- Increase promotion of what is happening (Facebook, Website)

Initial Themes

The following table represents a series of themes derived from the engagement process. Each theme area is supported potential ideas or examples to be considered as part of the theme area.

Themes	Potential Examples/Ideas
Community Development	• Opportunity to re-engage local community to participate (kayak, paint, hike, bike) • Framework to work with user groups and support volunteer efforts • Regular collaborative meeting platforms
Festivals and Events	• Events year-round for all age groups; support what exists and supplement with new where possible • Promote Packages (destination, parking pass, accommodation) while setting realistic capacity limits • Consider launching one new “signature” event (like Wiarton Willy Festival, Haliburton Hiking Festival)
Marketing and Communication	• “Spruce the Bruce” branding campaign

	• Lion's Head and Tobermory distinct; build on strengths of each while recognizing entire community • Website – consolidated resident/visitor information, mapping (updated regularly) • Transparency in communication with residents; proactive • Create criteria for promoting and hosting events and destinations • Reactive to proactive issue management • Communication outreach to share how costs are established and levied and revenues used • Test “top 10” ideas with public to ensure ability to implement • Awareness on use of paid parking revenue; MAT tax (Municipal share/Tourism share) • Recognition of new cultures, languages with residents and visiting public • Consider local branding – nature focus
Policies and Agreements	• Review and refine Community Grant program • Partner (official agreements; new and existing) with other organizations that own/provide recreation and parks (Bruce Trail Conservancy, Bruce Trail Club, Parks Canada, Ontario Parks, District School Board) while working with their leadership to understand parameters, opportunities, and limitations. • Potential to work with others for provision of some programs, facilities (adjacent municipalities) • Simplify and strengthen User Fee policy; consider options that reflect community engagement
Facility Improvement and Open Space	• Consider options for Lion's Head Campground • Align facilities with needed amenities (parking, washrooms, waste collection, signage, historical information) • Potential available space in Tobermory elementary school (JK-3)

	• Maximize use of existing assets (i.e. ball diamond in Tobermory, High School gym, investment in existing capital assets) • Arena expansion potential • Cycling infrastructure (racks, signage, repair stops) • Consider Cabot Trail cycling project • Where possible, expand cross country trails in North Bruce • Assess Lion's Head location for Market • Reallocate space to maximize indoor facility use (align for appropriateness)
Sustainability	• Improved education/awareness of importance of parks and recreation to increase investment needed; need to protect long term and finite supply of natural assets • Consider criteria for promoting destinations (management of assets) Ensure all decisions are sustainable (financially, environmentally, reliance on volunteers) • Establish goals that ensure sustainability in the long term; consider all actions against these goals • Review all revenue streams • Use a community health/ecological framework to shape the Master Plan
Capacity Building	• Support user groups and volunteer engagement • Host annual meeting with community organizations and recreation providers; consider a Recreation Advisory group or committee • Consider pilot for private sector programs/services • Staff training – Community Development approach (to strengthen and empower groups) • Work with staff to set priorities and align resources to implement • Staff resources to manage growth in use and visitation, and to facilitate programs with volunteer groups

Programs and Activities	• Build on success of Gran Fondo (gravel) • Focus on training for staff working with children/youth • Consider shoulder season benefits for residents; indoor and outdoor, all ages • Lion's Head shuttle service; opportunities to address parking • Review User Pay options
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SUMMARY OF FINDINGS

The following section is designed to assemble all of the findings from the previous sections. They are listed in order that they appear in the report. There are new findings contained in this section, rather a summary for the benefits of the reader.

Findings – Demographics

- The Municipality is estimated to grow by 700 net new residents over the next 10 years, an average of 70 residents per year.
- The Municipality has a higher-than-average median age of 60.4 years which is trending to increase over time.
- The percent of children and youth under the age of 19 is 11.1 % which is below the provincial average of 23%.
- The largest age cohorts are between the ages of 55 to 74 years representing 46.5% of the population.
- The Municipality has a large geographical area with residents dispersed throughout its area.
- Lion's Head is the largest populated area in NBP
- The age profile of the NBP is consistent with that of Bruce County.
- Most residents are in an adult relationship.
- Most households (940 or 77.6%) do not have children, while 22.4% of households contain one or more children.
- English is the dominant language spoken in 99% of households.
- The Municipality has a low immigration profile with 7% reporting immigration status with the majority of those having immigrated prior to 1981.
- 48% of residents have a high school education or greater.
- The median after-tax income of households in Northern Bruce Peninsula is \$8,846 less than the County average.
- The number of children, adults and older adults living in LICO households is relatively low as compared to the provincial average.

Findings – Policy Review

- The municipality has sufficient planning policy documents that inform decision making.
- The municipality's strategic plan is dated.
- The municipality does not have a development charges bylaw.

Findings – Facility Inventory

- The single pad arena supports ice activities between September and March including hockey, figure skating, curling and public skating.
- The hall overlooking the ice surface has a full licensed kitchen which supports the hosting of community events, catered meals and special activities that are hosted by various community organizations. It may not be available to serve as a community hall for a dedicated function if it is being used as a viewing area for the ice surface.
- The Municipality has confirmed plans to expand the facility itself (not the ice plant) to provide new dressing rooms, a multi-purpose spaces and to relocate the Branch Library.
- Conceptual plans from 2012 are being used as a starting point to assess expansion options. Updated design considerations will be reviewed based upon additional consultation specific to confirming needs and interests for activities to be hosted in this facility.
- One objective of the expansion includes maximizing year-round use for all ages. The future of the adjacent “Friendship Club” as a stand-alone facility for Seniors will be reviewed as part of the analysis.
- There is additional land available at the Lion’s Head Arena site to support the expansion.
- The stand-alone community-based facilities (Tobermory CC, Lion’s Head CC, Friendship Club, Stokes Bay CC, Pike Bay CC, Rotary Hall) have historically provided space to host community special events, family activities such as showers and birthday parties, and fund-raising events hosted by community organizations and service clubs. There is significant volunteer support to operate the programs at these locations.
- Additional community space also exists in some faith-based facilities.
- While usage data may have been on the decline in recent years, the COVID-19 pandemic has further reduced the use of these facilities.
- As expansion plans are considered for the Lions Head & District Community Centre, further discussion and usage data will be needed to understand the impact on future required investment in the stand-alone halls as well as the implications of centralizing activities into one location.
- Both ballfield facilities (Ferndale and Tobermory) need improvements regarding fencing and lighting to meet current standards.
- The play structures and individual play amenities are dated and have limited play value, based on current standards.
- Not all facilities have accessible play features and the base material under the structures, swing sets and climbers are a combination of sand and pea gravel, with some rubberized surfaces, creating a barrier to participation by users and/or caregivers with mobility challenges.

- There are no splash pads or creative pieces of equipment. Lack of interactive play experiences, “challenge” type equipment (zip lines, climbing walls) is not included at any location.
- Overall access to all structures and individual pieces of equipment are not adequate, and in some cases, parking areas to facilitate ease of access are not suitable.
- All pavilions are open air structures providing a covered area for picnic tables. They are adjacent other park features in their respective locations.
- The Skate Park is relatively new and boasts some modern skate/bike/scooter challenge areas.
- The Skate/Basketball area in School Bell Park is in a state of disrepair with inadequate fencing, cracked surface and does not have welcoming visual appeal.
- The court in School Bell Park has fencing that is inadequate and would likely disrupt play (opening for balls to leave court area). Pickleball lines are permanent but pickleball play would be dependant on users bringing portable nets.
- Dog Park is fenced with several features at Tobermory Community Park and the outdoor fitness equipment is on the perimeter of the park area.

Findings – Service Delivery Review

- The municipality directly operates major recreation and parks infrastructure including marina’s, campground, facilities, beaches, and neighbourhood/community parks.
- The municipality plays a facilitator role in the provision of programs and services.
- The majority of programs are provided by self-directed community groups, private individuals, and organizations.
- The municipality provides free to low-cost rental fee access to groups providing service to the community.
- The National Parks play a significant role in the provision of outdoor recreational and nature-based activities.
- The Peninsula Bruce Trail Club maintains 170km of main trails and 100km of side trails within their area of control.

Findings – Facility Utilization

- The municipality has sufficient prime-time ice capacity to serve local ice needs for the next ten years.
- The campground has additional capacity to accommodate bookings during the prime seasons of July and August.

- The municipality has limited data collected in an intuitive format to assess year-over-year trending and participation patterns.
- The Friendship Club has some activity each day primarily in the daytime and the schedule indicates capacity (COVID schedule)

Findings - Operating Budget Analysis

- Marina operations contribute favourably to the Municipalities net levy.
- Marine revenues are increasing proportionately to annual expenditures.
- Harbour operations have previously contributed favourable to the net levy and appear to be budgeted for a full expenditure recovery in 2020 and 2021.
- The pandemic has influenced seasonal and transient wharfage balance.
- The Municipalities Parks and Recreation Service Budget is recovering 36% of its overall expenditures which is down from a high of 47% in 2017.
- Program and service revenues have remained stable over the past five years whilst expenditures have increased.
- Lion's Head Campground contributes favourable to the Municipalities net levy and revenues are increasing proportionately to expenditures.
- The 2021 lease agreement at the Meeting Place will have a favourable impact on future budgets starting in part in 2021.
- Transfers to and from cost centres and other sources are sporadic, which makes it more difficult to assess financial trending.
- Lion's Head Community Centre and Arena has an unfavourable trend in its annual revenues. Ice rental revenue has gone from a high of \$58,123 in 2017 to a budgeted low of \$45,000 in 2021.
- The municipality recovers sufficient funds from the County for facility services that are performed. The actual recovery charges could be adjusted to better reflect the actual expenditure at each branch location.

Findings - Capital Budget Analysis

- The municipality determines capital priorities on an annual basis in the absence of a longer-term forecast.
- The municipality has several reserves funds that are purpose specific to a given facility or service area.
- Reserve balances are being funded annually at various levels resulting in annual increases.
- The funding for the arena expansion is not identified in the reserve categories.
- Recreation and Parks Services are not receiving eligible development charges.

Findings - Rates and Fees

- The municipality has one municipal comparator/competitor to their southern border (South Bruce Peninsula), thereby limiting migration to other municipalities.
- There is opportunity to increase seasonal wharfage fees at both marinas as demand outpaces supply.
- Transient wharfage should be actively monitored for demand and opportunities to increase fees.
- Ice rates are lower than their nearest competitor (Wiarton Arena) for similar quality facilities.
- Community groups can use municipal halls/rooms for little to no costs.
- The municipality offers grants to groups for the use of facilities.

APPENDIX A – SUMMARY OF STAKEHOLDER COMMENTS

Programs and Events

- focus on entire Peninsula to educate and engage people
- Strengths include beach, waterfront, boat slips in marinas, Farmers Market, concerts, Arena (but all in Lions Head)
- Need more access to indoor recreation options; young adults, young families
- Tourists need an alternative other than a boat ride; coordinate with hiking, biking and use of municipal assets
- Consider re-use of Tobermory diamond (only used once a year for Festival)
- Engage all community volunteers (Legion 225 members, Tobermory Health Auxiliary 40 members, Pickleball 30 members) for engagement discussions
- Condition of Tennis courts inconsistent between Tobermory and Lions Head
- Use municipal road allowances to create parks and parking (and other municipal owned property)
- promotion of facilities at the Meeting Place, use of Lindsay Track Trail, approval of Cycling circuit at Dyers Bay
- **Improve access for residents (especially seniors)**
- **Establish a Recreation Committee to guide decision making**
- **Create parks and waterfront access away from residential areas**
- Strengths include the arena, Parks Canada, natural beauty, history of area
- Richness in community, involved citizens
- Lots of land but access points lacking and/or too busy
- 1 hour drive to public skate
- Local residents should see some benefit; local business negatively impacted due to paid parking
- Acknowledge all areas that the public may wish to visit and proactively provide parking (people will find the destinations on their own, even smaller locations)
- **Availability for visitors and locals year-round, all ages and abilities**
- **Educate community on why user fees, what they are used for; be conscious of affordability issues (seasonal employment, EI)**
- **Emergency Services need to be considered – response time, short term rental issues etc.**
- **Safe walking options year-round (and bike lanes)**
- Natural assets, hiking and the outdoors
- Lots of interest and types of music, but mostly cater to older crowd
- Campground could use work, but “ownership” issues with longer term users
- Parking area at LH could be moved
- Used to be music at the market on Saturday and Friday night concerts – consider return as well as Festival held in Arena
- Lions Head needs its own Information Centre (Ferndale too far away)

- Make some washrooms at LH into changerooms (Campground, Marina and Pavilion all have washrooms, but change facilities (foot bath) for beach goers needed)
- **Use existing spaces first (high school, churches etc.)**
- **Ensure accessibility needs met**
- **Programming staff to work with Older Adults (like Sauble Beach)**

Sports

- Not a lot for retired age cohort; some pickleball but outdoor only
- Indoor pickleball at Arena expansion would be good (ceiling height, ventilation); could Rotary Hall be used?
- Need cycling supportive infrastructure (bike stands, bike chargers, easier access to safe routes)
- Sees growth in cycling, including e-bikes
- As any new development proceeds, ensure waterfront access as part of park dedication
- Lots of trails but not enough trail connections
- Opportunity for locals to access water (for kayak launch) a challenge
- Partnership opportunity to develop bike path along Cabot Head Road
- **Lack of safe outdoor walking routes (downtown Tobermory to Big Tub Lighthouse)**
- **Winter walking options**
- **Revitalize events (movie nights at Parks Canada Visitor Centre, concerts)**
- **Improve signage and amenities to maximize off-season access to snow shoeing, cross country skiing on public lands**
- User fees a challenge historically, residents feel that they do not need to pay
- Acknowledge a different, changing community – younger seniors and people looking for new and different recreation experiences
- a changing mindset on user fees
- Active community
- Would like to see re-use of existing assets for new demand (yoga, stretching, pickleball); consider re-use of some municipally owned facilities; re-allocation when arena expansion complete would maximize use of indoor facilities (alignment improved for type of use; active vs passive)
- Play indoor Pickleball at TCC but ceiling too low; participate in yoga outside
- Youth interest growing for activities also
- Nothing much for evening recreation (lack of lights, lack of indoor facilities); challenge to drive to Lion's Head for some residents, and after working all day
- Consider re-use of ball diamond area
- Could strengthen communication with residents; what is happening in all NBP, including Arena expansion
- Multi-use facilities can satisfy many new and emerging interests year round

- Newer residents may have a different view on willingness to pay user fees for a program; need some improved policies around visitor access to local programs (and could include a user fee if needed)
- **Year-round facility for a variety of activities (studios, pickleball, youth area)**
- **Improved communication with residents on what is happening (recognize you cannot satisfy all the people all the time)**
- **Willingness to pay is changing; recognize opportunity if additional/new services can be provided**
- **Review space allocation to move some activities to arena and free up space at TCC (for clubs and not-sport type programs)**
- **Consider Municipality running tennis court at School location (or improve the cumbersome booking process)**
- **Develop dedicated pickleball courts (outside) when possible**
- **Educate public on need for user-fee; does not have to be unaffordable but contributes to accountability and experience indicates people are willing to pay**

Community Partners, Affiliated Organizations & Business

- Need to focus on entire NBP not just settlement areas
- Parking issues created high level of frustration, including reactive approach to mitigate
- Complaint based Council rather than proactive
- Decisions made without local consultation
- Focus on tourists with local Municipal amenities being left behind (playgrounds, beach amenities)
- Need more campsites for local/transient use (to experience camping and provide affordable accommodation for those that cannot afford hotel)
- Splash pad feature near beach area; update play amenities (but not to standard plastic)
- Need lights along the boardwalk in LH
- No “Town Centre” in LH; consider re-purposing pavilion and improving accessibility (open air markets, music, events)
- Missing opportunity to educate visitors about the rich history; need signage, interactive stations, plaques
- Improve year-round use of the arena Important to ensure that recommendations “fit” with the community
- Consider impact from decisions made (design of BB court was not useful, changing harbour fees for off season)
- Ensure public sees transparency in decision making; accountability for Municipality (wait list for boat slip)
- there could be additional amenities near school (area of Skatepark); perhaps an outdoor pad that could be a rink in winter (maximize outdoor winter activities)

- put a viewing platform on southside of Harbour
- Access to washroom facilities restricted (by time, due to COVID) at Harbour, Park and Community Centre
- Consider some benefits for residents; tourists finding all local spots now including those with limited parking; should be free parking for residents
- Need to understand and be accountable to community needs
- **Balance use of facilities for tourists and residents with appropriate parking**
- **Ensure amenities in place to support facilities (washrooms)**
- **Consider share of MAT tax for community organizations/agencies to deliver service; Municipality needs to invest their share wisely in assets/infrastructure**
- Issue with control to Tobermory; one access highway
- Have not identified capacity at all locations and then found appropriate mechanisms to control
- What is capacity to promote and maintain all areas (i.e. Dyers Bay)
- Lack resources to maintain what is already in inventory
- During peak season, locals cannot access facilities (including municipal owned)
- Strain on local services including garbage collection, emergency services (fire and rescue)
- Not much to do in winter (cards, bingo, walking at TCC)
- No indoor pool; no lessons for swimming considering surrounded by water on three sides
- **Establish capacity limits**
- **Move existing Daycare into elementary school and use land as new park area**
- **Use edge of existing municipal parking lot for a picnic area (with washrooms and picnic tables)**
- Large geographic area, rural natural setting and sense of community
- Community hub at the Meeting place with organized recreation and leisure programs (fitness, dance, music, sport; all volunteer led)
- Have offered some unique programs; Open Mic, Seniors dance program, sports night for youth
- Meeting Place different choices than TCC; small fitness room, studio at Meeting Place with TCC less structured
- Need to maintain what already exists in NBP (more than grass cutting)
- Opportunity to move from facility focus to community support; value what is offered by others, understanding how community organizations work
- Opportunity to enhance website to provide more promotion
- **Bring community (recreation providers) groups together to share, plan**
- **Consider expanding community hub model to Lions Head**
- **Improve funding model to recognize type and range of community support**
- Consider consolidating some facilities (in poor condition, underutilized); Rotary Hall, Friendship Club with Arena expansion
- Consider partnership with private sector for a coffee shop/somewhere to attract youth

- Arena expansion needs a commercial, licensed kitchen to support special events in multi-purpose room
- Arena is central focus
- Residents used to driving for specific activities (dance, horseback riding etc.)
- COVID impacted concerts at Lions Head on Friday nights, Bluegrass Festival; would like to see a return to culture options
- **Arena Expansion**
- **Improved controls for parking at trail head; parking revenue should be re-invested back into community**
- As more young people return to the area after post-secondary, need more recreation options for young professionals, young families
- Arena focal point non summer (skating, curling)
- Limited options other than hiking or if you have your own boat launch
- Lack organized sports for youth (other than through High School teams)
- Most opportunities provided by Parks Canada, Bruce Trail etc.
- Make up of community changing – new and different interests
- Lions Head shuttle service grew out of need due to COVID; use of Arena and High School parking lots (in 2020, High School only in 2021); consider re-instituting
- Arena expansion could consider Pickleball (appropriate ceiling height, ventilation, floor), studios for fitness, yoga
- Pandemic created challenges in 2020 in Lions Head, reduced in 2021
- the arena key asset (especially in non-COVID times)
- cooperative, solution-oriented staff
- can't expect big-city amenities
- some level of fees acceptable
- outdoor ice rink
- baseball diamond in Lion's Head within walking distance of the school
- paving for the track at the school
- local pool
- Strengths – natural outdoors, volunteer base
- grant funding \$2000 limit is challenging for facility improvements needed; support for community organizations needed (funding, working with groups, facility support)
- visiting children and grandchildren create demand for more program choice
- Safe outdoor walking an issue (windy, narrow roads)
- Have to drive to access trails
- **Safe walking routes**
- **Access to schools (all facilities, maximize use)**
- **Dog Park, Butterfly Garden**
- **Improved maintenance**
- **Centralized area to publish activities 24/7**
- Access to trails / opportunities

- concerns about displacement of local people and their rec opportunities
- Everything is so heavily used by visitors that residents are challenged to access enjoy the opportunities around them
- Growth of GTA impacting demand everywhere– pressure to acquire more waterfront property
- Need to focus on managing demand, sustainable tourism – ecological integrity
- **Visitor management, limits to development; how to calculate capacity**
- **Available accommodations and services, capacity**
- **Staffing - lack of housing/affordability/availability**

Staff and Council

- Gran Fondo first held in 2021; great event and good fundraising opportunity (ride on gravel roads, some walked on Bruce Trail)
- Need to balance local needs with tourist needs
- Lack of activities in winter; need for more formalized cross-country ski trails, maximize use of forest tracks
- Lack of safe walking options in winter (outdoor and indoor)
- **Community Grant Program needs review; improved, simplified processes**
- Need improved School Board partnership (clarity on who pays, who gets to use, consider on-line booking option)
- **Consider gym in arena expansion (walking, gym use)**
- While hiking is popular, it is not accessible to all (drive to trail heads, terrain challenging)
- Consider a pilot to offer space to a gym operator at a reduced rate (to meet needs of young adults, young parents)
- Improved safe walking opportunities
- **More staff**
- **Input on arena design**
- **Consider needs of seniors at different facilities**
- LH waterfront maintenance needs improvement (shoreline erosion, campground right on beach front)
- Tobermory crowded, difficult for local access, Meeting Place good example of community hub model
- Consider re-purposing ball diamond and use of concession; year round activity, spread people out
- Lots of volunteer support; need to empower local groups and help them become more formalized
- Differentiate use of Tobermory Community Centre and Meeting Place (different focus)
- Use of students to coordinate more events

- **Need 5-10 key priorities and have community assist in setting priorities – then make them happen**
- Agreements/Policies need to be simplified; transparent so everyone can understand decision making (public and private)
- Ensure communication to public is clear, realistic and transparent; so, the public understands decisions to de-commission buildings if needed; share information, supported by data
- Attributes – nature, Bruce Trail, county trails, waterfront access, hiking, well-being
- Not a lot of choice for children other than arena based (location an issue)
- No public transportation
- By-law needs to be stepped up to address access to remote areas
- Will continue to experience increasing numbers (importance of Sustainable Tourism Plan)
- Consider dedicated spaces for residents at local areas (Singing Sands limited due to tourists)
- Lack safe access for seniors to walk year-round
- Campground challenging; if open up more access, tourists will fill spaces
- Tobermory and Lions Head have a different feel; different beach areas
- **Opportunities for seniors for passive recreation indoors and more indoor walking space; growing interest in Pickleball**
- **Pool (interested in partnership or working with private sector, SBP)**
- All indoor municipal facilities are well used
- Growth in visitors impacts services needed; staffing levels need to keep pace
- Opportunity to increase some user fees to contribute new revenue (for additional seasonal staff) i.e.. Campground, dock fees
- Opportunity to engage community user groups with fund-raising for facility improvements or new development (pickleball, tennis)
- **More options for kids (geographic distribution challenging; limited number of kids for team based activities)**
- **Improved access to School Board facilities**
- natural areas, open space, water on three sides, facilities through Bruce Trail, National Park
- use of ice
- World Biosphere, Dark Sky Community, Tour Boats, Ferry ride
- COVID caused explosive use of assets; impact on staff, all resources, inappropriate use of public/private lands (washroom impact); impacted volunteerism
- Potential for increased support from other providers (National Parks, BT) to support servicing increased demand
- Not enough access to shoreline, beaches limited

- Growth in visitors (new languages, new cultures) brought new challenges
- Consider a “local park pass” – access to drop-in pickleball, tennis
- Access to waterfront (consider use of Municipally owned lands)
- Expand parks and open space inventory to meet demand of growing numbers of people
- Maintenance of existing assets and expanded programs (with user fees)
- Re-allocate space to ensure improved and appropriate use (halls, school capacity, daycare etc.)
- **Consider different use of all/part of campground area (more green space, picnic area, accessible pathways)**
- **Additional staff in parks and recreation**
- **Increase promotion of what is happening (Facebook, Website)**

APPENDIX B – SUMMARY OF LIBRARY STAKEHOLDER COMMENTS

Municipality of Northern Bruce Peninsula – Parks & Recreation Master Plan

Community Engagement – Bruce County Public Library

January 5th, 2022

Brooke McLean, Director, Library Services

Katherine Hauck, Branch Librarian, Tobermory and Lion's Head

- Minimum space needs for Lion's Head Branch 2500 gsf (currently each branch is approximately 1500 gsf)
- Size identified in 2012 design is inadequate for current needs
- Current locations not fully accessible, lack appropriate program space (currently use the meeting room in the adjacent Fire Hall)
- Demand increasing for seniors, new families, school age children; not able to meet increased and more relevant programs/services (i.e. technology infrastructure)
- Both facilities are leased from the Municipality (\$8.09 per sf with 2% increase annually); Library looks after FFE and municipality is responsible for maintenance/cleaning
- County does not have a Development Charges library and to date, not aware of any contributions to capital costs (but library will provide furniture, equipment, collections etc.)
- Recently approved Strategic Plan for Bruce County Public Library system notes one goal to provide community sharing space necessitating amenities to support work-from-home such as whiteboards, quiet individual spaces, technology to support hosting meetings, promoting digital literacy etc.
- Library role as a community hub; much more than a book lending facility which drives increase space needs
- AODA legislation also increases space needs

Desired amenities in new branch:

- Adequate program space, adequate circulation space, storage, electrical outlets (including floor mount), windows for lots of natural light, suitable staff space, cubicles
- Could share washrooms (accessible) but need relatively close to library
- Separate program room could be shared with other groups (business group currently using Rotary Hall, Friendship Club, coffee groups)
- Noise mitigation will be important for concurrent activities in the library (children program and quiet study/reading area)
- Space for new technology (3D printers, use of devices) and support for their role as digital community facilitators (i.e. older adults are needing support with technology)
- Potential for separate children's area, perhaps with glass partition
- A lateral move (same size) would not be useful; need to consider growth in community

Programs and lending programs:

- Currently have lending programs such as snowshoes and binoculars; with demand for other options growing

- Schools have asked for new options; library would like to host children and youth in the library to introduce them to all the programs and services available
- Bruce Trail Club would support backpack programs for “birding”
- Currently fundraising for a Bookmobile which they hope to have on the road this year

Friends of the Library:

- Lion’s Head group fairly new, but have been very successful with fundraising
- There is also a Friends group to support the Tobermory Branch
- Typically branch librarian makes a request annually and they decide what can be supported; generally programming or collection related

Friends of the Library (Lion’s Head)

January 5th, 2022

Suzanne Dyke, Isla Charmichael and Donna Hambleton

Staff liaison: Katherine Hauck

- Current space inadequate
- Need to consider growing community
- Lacks parking, accessibility, appropriate meeting and community space
- Like features of Stayner Branch
- Friends fundraise for items; belong to County system

Desired amenities:

- Adequate space to spread out (COVID lesson learned)
- Shared community/program space to permit classes to be offered (language, cooking, art etc.)
- Space to offer “non-athletic” activities
- Washing area adjacent community space (clean supplies, fill water bottles)
- accessible washrooms (shared acceptable) but need to be near library
- Adequate free parking
- Moveable furniture (easily moveable) to provide maximum flexibility of space, including book stacks
- Adequate flooring, natural lighting, some task lighting and no fluorescent lights
- Suitable private space for staff
- Teen area that is welcoming
- Small area in entrance for Friends, including books and donation box
- Ensure it is built for future growth

Programs/Fees:

- Programs free at library
- Some programs could be charged, but ensure fee is not a barrier
- County taxes already high (proportionately)
- Could have room rental fee for some things