



Situational Analysis Report

February 2024



Prepared by



Contents

INTRODUCTION	1
SECTION 1: BACKGROUND RESEARCH	2
GROWTH & DEMOGRAPHIC PROFILE	3
CORPORATE POLICY REVIEW	11
Summary of Findings: Municipal Plans and Strategies.....	26
NATIONAL & PROVINCIAL POLICY CONTEXT	29
SECTION 2: FACILITIES, PARKLAND AND TRAILS.....	33
FACILITY INVENTORY	34
Summary of Findings: Facility Inventory	34
PARKLAND SUPPLY	39
Summary of Findings: Parkland Supply	39
FACILITY ASSESSMENTS.....	42
TRAILS	57
SECTION 3: OPERATING AND CAPITAL BUDGET ANALYSIS	59
OPERATING BUDGET ANALYSIS.....	60
Summary of Findings: Operating Budget Analysis	64
CAPITAL BUDGET ANALYSIS	65
Summary of Findings: Capital Budget Analysis	74
SECTION 4: SERVICE DELIVERY.....	75
COMMUNITY SERVICES ORGANIZATIONAL IMPACTS AND OPPORTUNITIES.....	76
Summary of Findings: Organizational Structure	79
RECREATION PROGRAMMING AND EVENTS	80
Summary of Findings: Programming	84
EVENTS.....	86
Summary of Findings: Events	87
TRENDS AFFECTING PROGRAMS AND EVENTS.....	88
SECTION 5: COMMUNITY ENGAGEMENT.....	91
COMMUNITY ENGAGEMENT SUMMARY	92
Sport User Survey.....	95
Additional Conversations with community leaders	104
ONLINE COMMUNITY ENGAGEMENT SURVEY	106
APPENDIX 1: IDRA PRESENTATION ON INVERHURON PARK	135



INTRODUCTION

The purpose of the Situational Analysis Report is 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 helps determine what (if any) gaps currently exist and how, when, where, and why those gaps could be addressed. The report also clearly identifies which community needs the Municipality is already positioned to meet over the ensuing years. These observations inform the themes and recommendations in the final Parks and Recreation Strategic Plan.

The document is divided into 5 sections:

Section 1: Background Research

- Demographic Information
- Corporate Policy Review
- National and Provincial Policy Context

Section 2: Facilities, Parkland and Trails

- Indoor and Outdoor Facility Inventory
- Parkland Supply
- Trails
- Facility Assessments

Section 3: Operating and Capital Budget Analysis

Section 4: Service Delivery

- Community Services Organization Impacts and Opportunities
- Programming
- Events
- Trends

Section 5: Community Engagement

- In person community engagement summary
- Online survey results



SECTION 1: BACKGROUND RESEARCH

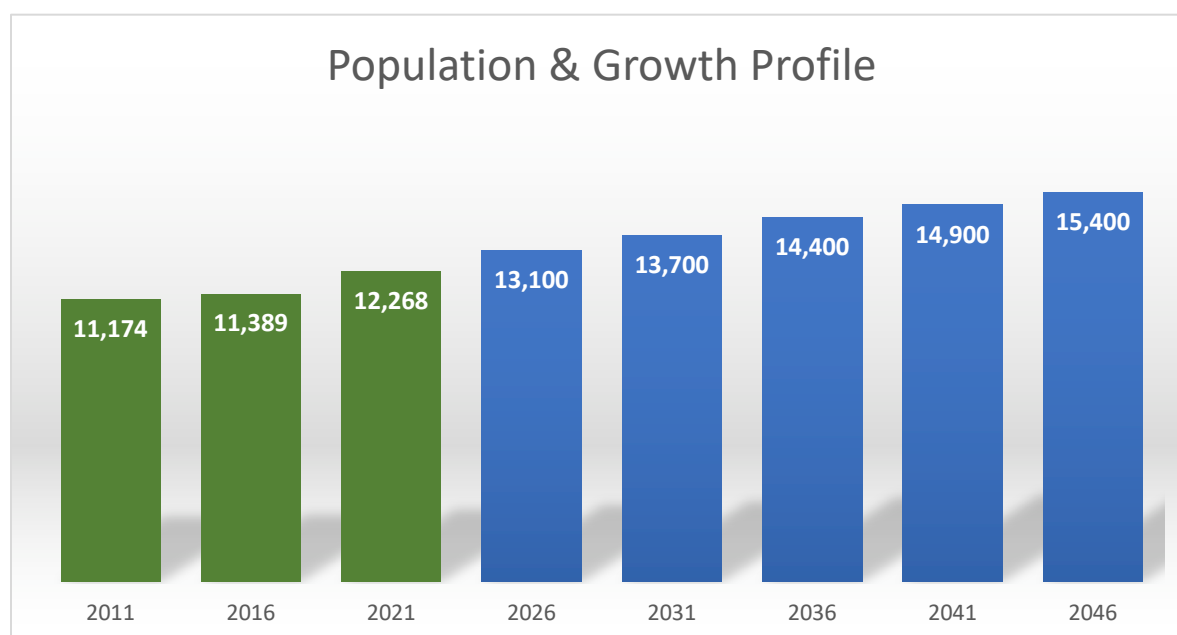
1. Growth and Demographic Profile
2. Corporate Policy Review
3. National and Provincial Policy Context

GROWTH & DEMOGRAPHIC PROFILE

The following Growth and Demographic Profile has been developed using the most current Statistics Canada Census 2021 data. In some cases, the data has been illustrated with comparative information from previous census data, or with the province of Ontario data.

The information is illustrated in a series of charts that is further supported by narrative that reflects implications to the Municipality as it relates to current and future parks and recreation services.

TABLE 1 – POPULATION & GROWTH PROFILE



*2011 to 2021 population counts from Statistics Canada Census data.

**2026 to 2046 growth projections from Bruce County¹

The Municipality of Kincardine experienced moderate and steady growth of 1.9% between 2011 and 2016, and 7.7% between 2016 and 2021. Bruce County is projecting steady growth through to 2046. Specific to the duration of this Parks and Recreation Strategic Plan, the County is estimating growth of 11.7% or an increase of 1,432 net new residents by 2031.

THESE GROWTH ASSUMPTIONS ARE SUBJECT TO CHANGE BASED ON BRUCE POWER EXPANSION

¹ Plan the Bruce: Good Growth “Discussion Paper, September 2022”. Accessed August 2023 bit.ly/45xw04h.

TABLE 2 – MEDIAN AGE

The median age of residents in the Municipality is getting increasingly younger, however remains higher than the provincial age of 35.2 years of age.

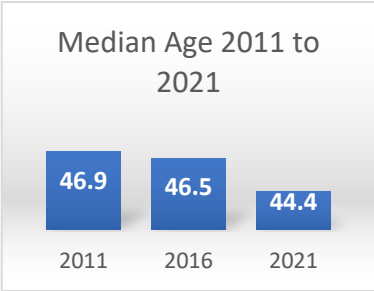
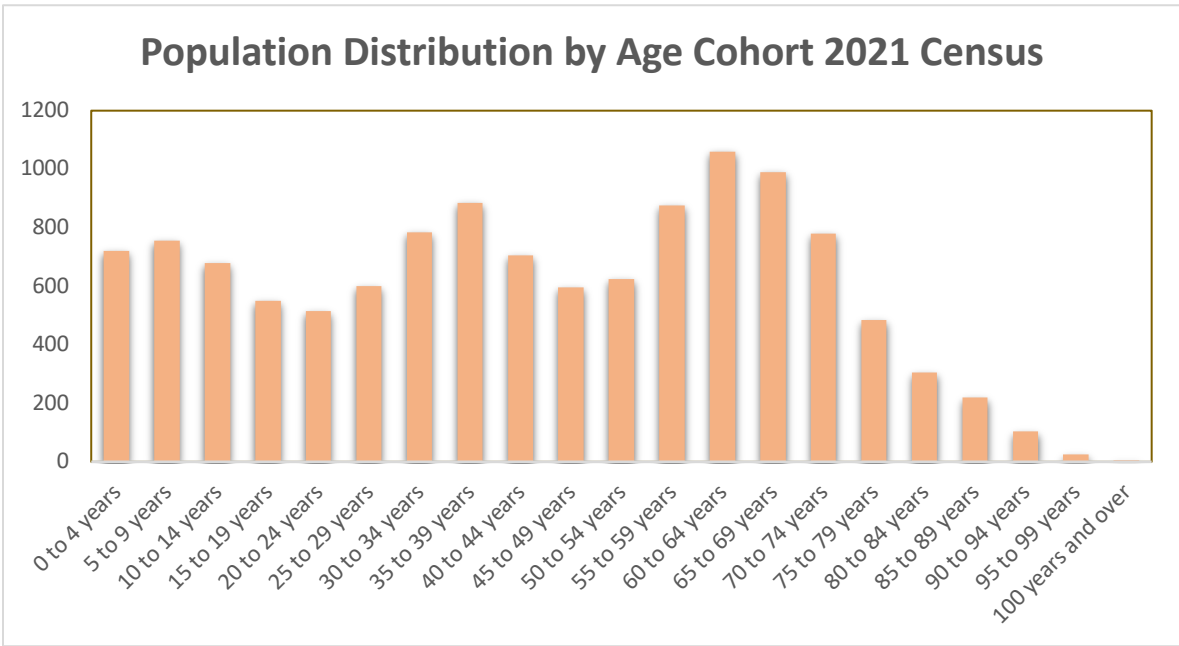


TABLE 3 – POPULATION DISTRIBUTION BY AGE COHORTS

The Municipality’s population profile has distinct implications to programs and services over the life of this strategic plan. The highest population age cohorts are 55 to 75 years. This will continue to require services for older adults within the spectrum of municipal services. The second largest age cohorts are 25 to 49 years of age. These age cohorts will continue to demand services for active adults and family programming. This age cohort tends to be linked to the number of residents in younger age categories as these cohorts are likely to be starting or growing their families.



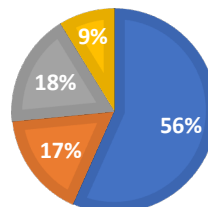
The third largest age cohort are between 0 to 14 years. Since children typically represent the main driver of structured sport, and recreation programs, the Municipality can therefore anticipate a sustained demand for children and youth programming and facility utilization. Additionally, most residents are under the age of 65 years who enjoy increasingly active lifestyles and will continue to look for both structured and moreover unstructured leisure pursuits from the Municipality.

TABLE 4 – HOUSEHOLD SIZE

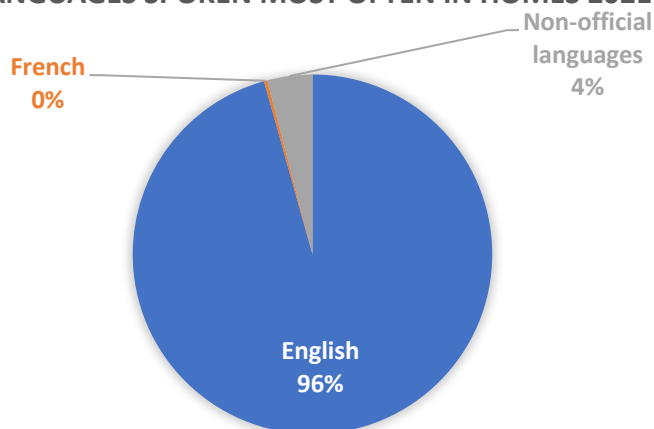
Consistent with the age profile illustrated in Table 4, the majority of households have 2 members, 44% of households have at least 3 or more persons representative of families with younger children.

HOUSEHOLD SIZE - BY % 2021

■ 2 persons ■ 3 persons
■ 4 persons ■ 5 or more persons

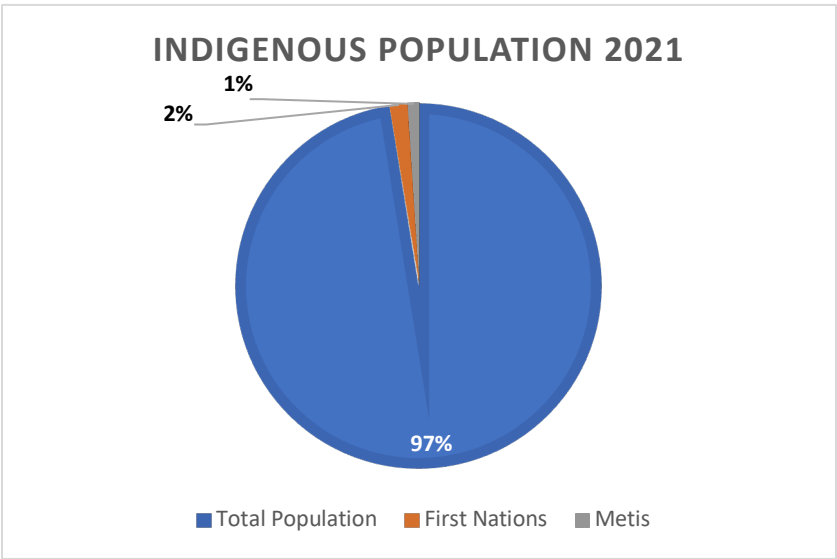
**TABLE 5 – LANGUAGES SPOKEN MOST OFTEN AT HOME**

Census information regarding languages spoken at home represents two main considerations by the Municipality. Firstly, it offers insight into the Municipality's diversity profile, and in turn informs them how they may choose to communicate to residents.

LANGUAGES SPOKEN MOST OFTEN IN HOMES 2021

In this case we note that 96% of households speak English with only 35 households reporting that French is spoken at home. Of the remaining 4% of residents who don't speak an official language, there is no dominant language in such households – rather a mix of various languages.

TABLE 6 – INDIGENOUS POPULATION



The indigenous population in the Municipality represents 3% of the total population.

First Nations peoples represent 2% of the population with 200 residents.

Metis citizens represent the remaining 1% of the population at 120 citizens.

There were no Inuit families identified in the 2021 Census.

TABLE 7 – AFTER TAX HOUSEHOLD INCOME

The Municipality has a higher than the provincial average of after-tax household income at \$101,800. This is important to the Municipality about setting rates and fees as it speaks to the ability of households to accommodate discretionary expenses such as recreation, culture, and sport. In other words, the Municipality’s fees should be set consistent with local market rates or higher.

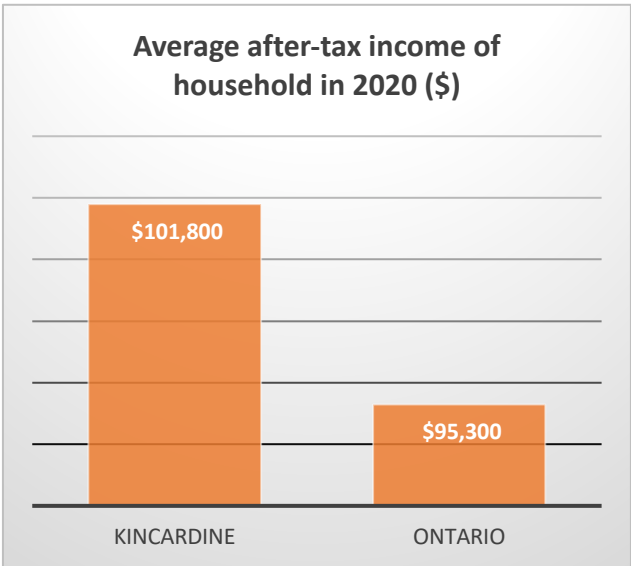
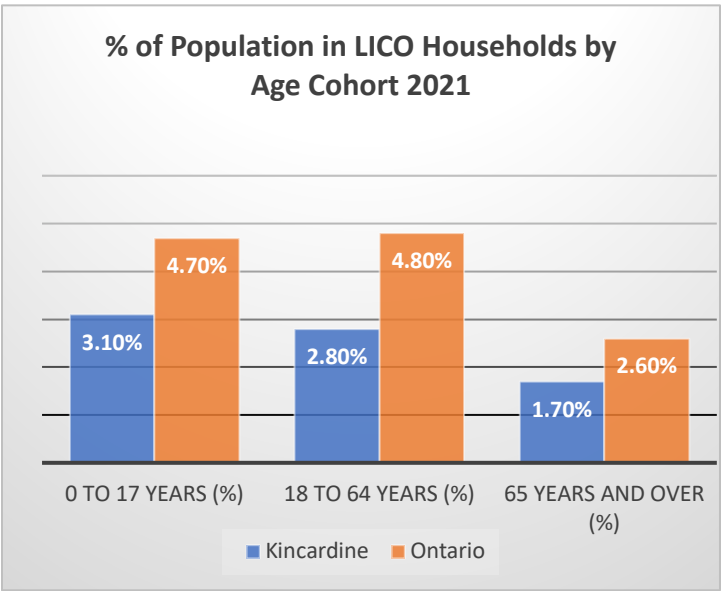


TABLE 8 – LICO HOUSEHOLDS



Low Income Cut Off (LICO) households are described as those households where most of their income is allocated to basic living expenses such as accommodations, food, and medical expenses. The Municipality has a relatively low incidence of residents living in LICO compared to the provincial average which is favourable.

It is important to understand that while these households are relatively low, it remains necessary for the Municipality to note that children between the ages of 0 to 17 years represent the highest

number of residents living in the Municipality. This finding has implications to the Municipality for maintaining an individual/household subsidy program (affordable access policy) for LICO families and other households who have limited discretionary income.

CANADIAN PARKS, RECREATION AND SPORT INFRASTRUCTURE DATABASE

The following information is from the Canadian Parks, Recreation and Sport Infrastructure Database, an initiative of the Canadian Parks and Recreation Association (CPRA). This is the first open data repository that centrally collates information about parks, recreation, and sport facilities across Canada, including location, size, amenities, and age. Municipalities can benefit by using the database to enhance planning efforts, identify opportunities to maximize facility usage and benchmark provision standards in communities. Municipalities that use the database will also be contributing to national advocacy led by CPRA.

These indices can provide municipalities with a quick snapshot of current demographics, and general information on health and wellness. All the information comes from Statistics Canada Community Health Survey and Census. Table 9 and 10 show some of the indicators available through the Database, comparing the Municipality of Kincardine with provincial numbers.

This information can be used as a basis for further exploration and research.

TABLE 9 – EQUITY, DIVERSITY, AND INCLUSION INDICATORS

Equity, Diversity, Inclusion Indicators		
INDICATOR	MoK	PROVINCE
Median Weekly Household Income	\$ 2,095.56	\$1,932.98
Population at Risk of Inactivity	28% or 3,449	32% or 4,680,995

- Median Weekly Household Income: The income at which half of the households in an area earn above and below this amount (CAD). This is just another representation of the data on after-tax income used above.
- Population at Risk of Inactivity: The total count of population who do not meet Canadian Physical Activity Guidelines in an area.

Observations:

The Municipality’s median weekly household income rate is better than the provincial average, which is consistent with the types and rate of employment in the Municipality.

The population at risk of physical inactivity is better than the provincial number, when converted to a percentage.

TABLE10 – HEALTH & WELLBEING INDICATORS

Health & Wellbeing Indicators		
INDICATOR	KINCARDINE	PROVINCE
Perceived Physical Health (Good or Better)	91.54	87.93
Perceived Mental Health (Good or Better)	93.14	91.78
Perceived Sense of Belonging (Good or Better)	73.16	71.16
Physical Activity Level at & above Canadian Physical Activity Guidelines	68.72	67.53

Definitions from Statistics Canada Community Health Survey:

- Perceived Physical Health (Good or Better): Indexed score indicating sentiment toward their physical health in an area. Survey respondents were asked to rate their Physical health as one of the following answers: "Excellent, Very Good, Good, Fair, Poor". The calculation for the figure populating these indicators is: (Sum of "Excellent, Very Good, Good") / (Sum of "Excellent, Very Good, Good, Fair, Poor").
- Perceived Mental Health (Good or Better): Indexed score indicating sentiment toward their mental health in an area. Calculation is as above.
- Perceived Sense of Belonging (Good or Better): Indexed score indicating sentiment toward sense of belonging to their community in an area. Calculation is as above.
- Physical Activity Level at & above Canadian Physical Activity Guidelines: Indexed score indicating physical activity participation in an area.

Observations:

The indicators for self-reported physical and mental health as well as perceived sense of belonging are very close to the provincial average. It is interesting that the perceived sense of belonging is low in comparison to the other indicators, both in the Municipality and the province.

Like the population at risk of physical inactivity, the index of people who report meeting or exceeding Canadian Physical Activity Guidelines is consistent with provincial numbers.

TABLE 11 – INDICATOR COMPARISON: NEIGHBOURING MUNICIPALITIES

The CPRA Database also allows communities to compare indicators with neighbouring municipalities or any community of a similar size in Canada. This chart shows a few examples of how the Municipality compares with its neighbours.

	KINCARDINE	SAUGEEN SHORES	HURON-KINLOSS	BROCKTON
Population	12,268	15,908	7,723	9,784
Median Weekly Household Income	\$ 2,095.56	\$ 2,130.29	\$ 1,742.40	\$ 1,570.42
Population at Risk of Inactivity	3,448.53	4,545.7	2,248.76	2,609.3
Perceived Physical Health (Good or excellent)	91.54	88.79	88.9	86.63
Perceived Mental Health (Good or excellent)	93.14	92.98	93.59	91.75
Perceived Sense of Belonging (Good or excellent)	73.16	73.94	74.71	74.21
Physical Activity Level at & above Canadian Physical Activity Guidelines	68.72	68.69	77.57	75.66

Observations:

As expected, the surrounding communities have very similar indicator results. The larger centres of Kincardine and Saugeen Shores have proportionally fewer people at risk of physical inactivity than the smaller centres of Huron-Kinloss and Brockton.

CORPORATE POLICY REVIEW

The purpose of this corporate policy review is to analyze the degree to which the Municipality's Parks and Recreation Services are aligned with and integrated/incorporated into the broader corporate policy framework.

Each of the policy documents has been reviewed in the above context and key references have been extracted. A link to the full policy document is also provided for easy reference to the respective documents.

The analysis concludes with a series of findings from the corporate policy review.

OFFICIAL PLAN OF THE MUNICIPALITY OF KINCARDINE

Adopted in 2021

[Kincardine-Official-Plan-2021.pdf](#)

General

C2.3.8 The Penetangore River Valleys and Lake Huron shoreline shall be utilized to form a comprehensive parks system and be protected as natural environment. In addition to providing recreational opportunities for the residents of the Municipality, these natural features also provide a basis for Tourism activity within the Municipality. (p.14)

C4.3.4 The Municipality will encourage development and intensification that will improve the mix of employment and housing uses to shorten commute journeys and decrease traffic congestion. In both development and redevelopment, and construction techniques that conserve energy and lead to affordable life-cycle costs (such as Leadership in Energy and Environmental Design [LEED] certification or equivalent building rating system) will be encouraged. Energy-conserving lighting and heating systems will be considered. (p.19)

C7.3.2 The specific tourism promotion of the Municipality shall focus on Kincardine being an attractive lakeshore community on Lake Huron, noted for its harbour within close proximity to its downtown, its waterfront, parks, beaches, spectacular sunsets and large number of attractive older residences and heritage buildings. (p.23)

C7.3.4 The Municipality shall encourage the utilization of the waterfront and riverfront as an important tourism and recreational asset, focussing on the outdoor environmental aspects of the recreation experience (fishing, boating, camping, walking, biking, viewing nature).

C7.3.6 A wide range of four-season recreational facilities will be encouraged in order to address the needs of local residents, cottagers, and visitors. Specific emphasis shall be paid to the development of passive recreational/leisure opportunities such as a linked trail system, natural environment conservation areas and camping and picnic areas.

C7.3.7 The Municipality shall encourage the development of an Arts and Cultural Centre to house and support the arts and cultural interests of the community and as a tourism attraction and shall support other events and activities that attract and support tourism in the communities. (p.24)

C8.1 GOALS

Community Improvements shall be an ongoing comprehensive program in the Municipality of Kincardine. The goals of this program are:

- To preserve and rehabilitate older residential neighbourhoods.
- To preserve, redevelop and strengthen the downtown commercial area and integrate proposed extensions to this commercial area.
- To preserve and improve the existing industrial areas.
- To enhance the public realm by improving the streetscape and pedestrian environment, including through active transportation initiatives.
- To develop the business park at the intersection of Highway No. 21 and 9.
- To upgrade and improve municipal hard services, social and recreational facilities, medical and health facilities and public utilities.
- To provide the necessary municipal hard services and economic and social services to broaden the economic base of the Municipality.

C8.2.3 To make available and accessible soft municipal services (i.e. parks, playgrounds and related facilities, community centres) to all the people of Kincardine and to upgrade those services and facilities which have been identified as deficient. (p.25)

C8.2.9 To encourage redevelopment by either the private and/or public sectors within the downtown commercial area or as planned extensions to the commercial area. (p.25)

Community Improvement

C8.3.5 Deficiencies in the availability and/or condition of municipal, social, and cultural facilities such as administration offices, meeting rooms, galleries, libraries, or craft rooms. (p.26)

Affordable Housing

D.1.4.6

(F) The Municipality has a 'housing first' policy for surplus municipal lands. Specifically, the first priority in the decision-making process respecting surplus or potentially surplus municipal property shall be affordable housing development and that the surplus property be made available for affordable housing purposes at a reduced cost; and

(G) The Municipality shall promote, and where possible, assist in the administration of County, Provincial and Federal housing programs.

D6 OPEN SPACE

D6.1 GOAL It shall be the goal of this Plan to maintain and enhance the quality of the environment of the Municipality of Kincardine by ensuring that sufficient land is preserved for Recreational purposes, by maximizing the Recreational opportunities on existing lands with recreational capability and by providing the necessary facilities to meet the future needs of the residents of Kincardine. Accordingly, a Parks and Recreation Master Plan is currently being completed on behalf of the Municipality. Once adopted by Council, applicable recommendations may be incorporated into this Official Plan. (p.72)

D6.2 OBJECTIVES

D6.2.1 The Municipality shall promote healthy, active communities by planning public streets, spaces, and facilities to be safe, meet the needs of pedestrians, and facilitate pedestrian and non-motorized movement, including walking and cycling.

The Municipality shall provide for a full range and equitable distribution of publicly accessible built and natural settings for recreation, including facilities, parklands, open space areas, trails, and water-based resources.

The Municipality shall provide opportunities for public access to shorelines including an integrated multi-use trail facility.

The Municipality shall consider the impacts of planning decisions on provincial parks, conservation reserves and conservation areas. Adequate urban parks and recreational facilities of all sizes and functions will be provided.

D6.2.2 A full range of recreational programmes will continue to be promoted.

D6.2.3 The development of the tourist industry will be encouraged through improving and promoting tourist attractions. (p.72)

D6.4 POLICIES

D6.4.1 Public Open Space will be provided according to the following standards:

PUBLIC OPEN SPACE AREA STANDARDS

AREA	NUMBER OF HECTARES PER 1000 POPULATION	SERVICE RADIUS	MINIMUM SIZE
Sub-Neighbourhood	Included in neighbourhood and community parks	0.20 km	500m ²
Neighbourhood Park and Elementary School combination	2.0	0.40 to 0.80 km	4 hectares
Community Park and Secondary School Combination	1.5	0.6 to 2.4 km	12 hectares
Regional and Special Use	6.5	8 to 50 km	20 hectares
TOTAL OPEN SPACE		10.0 Hectares	
TOTAL OPEN SPACE		10.0 Hectares / 1000 Population	

These standards can be reduced by 25 percent where a park and a school are adjacent and completely accessible to one another. Upon completion of a Parks and Recreation Master Plan, the provision of public Open Space shall consider the recommendations of that Plan.

D6.4.2 Council shall require in the case of a subdivision proposed for commercial or industrial purposes two percent dedication of land for park purposes; and in all other cases five percent dedication of land for park purposes, in the following circumstances:

- a) as a condition of subdivision or condominium approval under Section 51(25) of the Planning Act,
- b) as a condition of development or redevelopment of land under Section 42(1) a) or b) Council may pursue the provision of parkland and community facilities through a Community Benefits By-law and related study.

D6.4.3 Cash-in-lieu of the whole or part of the park dedication may be accepted, pursuant to Section 42(6) and 51.1(3) of the Planning Act, under the following circumstances:

- a) Adequate parkland is available or being provided to serve neighbourhood requirements;

- b) The park dedication would be unsuitable in terms of size, shape or location for park purposes; and,
- c) Where the required park dedication would render the remainder of the development site unsuitable or impractical for development.

D6.4.4 With regard to the provision of park space, subdivision and development agreements will consider the following:

- a) The site is centrally located, visible and accessible to neighbourhood residents, including those living adjacent to the proposed development, where appropriate;
- b) The site is properly drained and physically suitable for functional use; and,
- c) Responsibilities are set out for the development of the park area and the provision of park facilities and equipment.

D6.4.5 Parks and Open Space will be developed on the basis of site plans. (p.74)

Shoreline

D8.5.2.5 Parks and Landscaping

Where a plan of subdivision, condominium or consent includes lakefront property, a continuous public water-front strip, up to 50 m wide measured from the high-water level or the lands defined as flood plain or hazard lands, whichever is greater, should be conveyed to the municipality, together with suitable public pedestrian access. Where these lands are not considered environmentally sensitive such dedications may be considered as part or all of the parkland dedication required under the provisions of the Planning Act. On inland developments, walkways will be provided and designed so as to link adjacent open space or other walkways leading to the lakeshore.

The Municipality of Kincardine holds a marine allowance along the Lake Huron shoreline which is available for public use. Because of fluctuations in the high-water mark, the marine allowance can be considered as part of the above mentioned 50 m public waterfront strip. (p.91)

Transportation

F2.4 A pedestrian movement system, including sidewalks, walkways and trails shall be encouraged. (p.101)

F4.3.6 The Municipality will encourage a built environment that supports and encourages active transportation while reducing automobile dependency. An Active Transportation Master Plan and / or Cycling Master Plan shall be prepared to further this initiative. Such a Plan should include identification of fragmented sidewalk and trail connections, as well as a plan to improve such areas. (p.105)

STRATEGIC PLAN

[Kincardine-Corporate-Strategic-Plan-2020-2025.pdf](#)

5.1.1 Mission

The Municipality of Kincardine provides quality services that address the needs of our citizens, provide long-term sustainability, and improve the well-being of the community.

5.1.2 Vision

Energy. Opportunity. Balanced Lifestyle

No specific actions related to Parks and Recreation / Community Services

INTEGRATED STRATEGY (2020 – 2025)²

A distinct document that integrates various corporate strategies. In the absence of an approved Parks or Recreation Master for the Community Services Department, parks and recreation services were under-represented in the original Integrated Strategy. The Municipality developed a revised Integrated Strategy to be more fulsome of corporate priorities which was approved as Integrated Strategy 2.0.

INTEGRATED STRATEGY 2.0

(April 2023 to December 2024)³

Integrated Strategy 2.0 was undertaken after the completion of the Corporate Reorganization and will stay in effect until the completion of an updated Corporate Strategic Plan. For this reason, the development of the recommendations in the Community Services Strategic Plan should align with the actions either recommended, underway or completed as identified in the Integrated Strategy 2.0. This will assist the Department in focusing on new and priority-based recommendations while contributing to the existing corporate Strategic Objectives and Actions.

The Community Services Department plays a critical role in contributing leadership to achieving the strategic objectives and actions as identified in the Integrated Strategy 2.0. This will include continued work with all staff, volunteers, Council, and community partners. Specific areas of focus identified as 'Strategic Objectives' in which Community Services may play a key role include (but may not be limited to):

Fostering a resilient economy

3.3 Work with community partners to attract anticipated workforce needs and develop actions to retain the current workforce.

4.1 Develop a tourism and marketing strategy to promote the municipality as the place to visit.

² <https://www.kincardine.ca/en/municipal-office/resources/Documents/plans/integrated-strategy---long-version-Web.pdf> Accessed August 2023

³ [Integrated-Strategy-2023-to-2024-Web.pdf \(kincardine.ca\)](#)

4.2 Implement special events with community partners to foster a sense of community belonging and attract visitors to the community.

Planning a sustainable future

5.1 Support and advocate for secondary and post secondary school improvements.

6.3 Convert Municipal facilities to natural gas.

6.4 Implement energy efficient upgrades across the municipal fleet, building, and infrastructure to reduce environmental impact and uncover cost savings over the long term.

6.6 Implement programs and policies to increase the tree canopy.

7.1 Conduct a review of all municipal owned lands and assets in the Municipality that may be deemed surplus or underutilized and identify the best use for the future e.g., affordable housing or future development opportunities.

7.2 Optimize the use of our facilities through condition assessments, retrofits, and grant programs to improve income generation.

Enhancing quality of life

8.1 Create and implement a Parks and Recreation Master Plan that helps the municipality plan for and provide parks for the community.

8.2 Work with community partners to develop a plan for a new performance area as well as additional accessible elements for Victoria Park.

8.3 Work with user groups to develop a phased-in plan and budget for future upgrades to Connaught Park and the Tiverton ball diamonds.

8.4 Work with user groups to build a splash pad in Tiverton.

8.5 Enhance pedestrian and cycling amenities to improve active and safe transportation networks.

8.6 Work with the Kincardine Lions Club on the development of a new All Wheel Park at Lions Park.

8.7 Work with the Tiverton Lions Club to expand their current Memorial Tree Program at the Tiverton Walk of Memories and investigate options for expansion of the existing program in Kincardine.

9.1 Create and implement a Waterfront Master Plan that organizes and prioritizes a plan for all waterfront assets.

10.1 Host an event (Arts Ignite) to show case the arts and culture sector in the Municipality.

10.2 Hold an arts and culture awards process.

11.3 Work with community partners to build awareness and understanding to improve inclusion, diversity, equity and access through events and training.

11.4 Develop and implement the inclusion, diversity, equity and access lens to improve participation in programs, services and the built environment.

Providing responsive and effective government

14.1 Develop and implement actions that support a culture for employee engagement and leadership development.

14.2 Implement actions that create a work environment focused on health and safety of all employees.

14.3 Evaluate the implementation of the Organizational Review, including revised organizational structure.

15.1 Refresh the website to be user friendly and efficient.

15.2 Create and implement an inclusive public engagement framework that encourages two-way dialogue with the community.

15.3 Develop transparent customer service standards across the organization.

15.4 Streamline the customer complaints process to ensure follow up and resolution.

15.5 Implement quarterly reports to ensure Council and the public are aware of department activities.

15.7 Invest in technology and digital service to leverage existing staff resources and increase organizational capacity.

16.1 Regularly review and assess the Municipality's tax rates, user fees and development charges.

16.4 Provide updates on asset management and funding status.

17.3 Streamline internal and external online services.

17.4 Develop and implement a four-year policy review schedule in order to minimize risk and ensure compliance with new laws and regulations, and ensure they align with the Municipality's mission, vision, and goals.

Measurement towards achieving the strategic objectives is to be undertaken using two levels:

- Key Performance Indicators to identify evidence of intended results.
- Broad community measures that track trends and issues over many years.

The Municipality of Kincardine is to be commended for its efforts to consolidate strategic objectives and actions across all departments. Understanding that respective departments will need to ensure that their annual business and operational plans reflect these actions and regularly report on their results, is aligned with the expectations to undertake a similar monitoring and measurement program that will come as a result of the Parks and Recreation Strategic Plan.

MASTER CYCLING PLAN (2021)

Vision

“Kincardine is a place where people are active year-round – whether they live, work, or play. Residents or visitors can get to where they need to be for fun, fitness, or function on a bike in a safe and comfortable way. Cycling is an option for people of all ages and abilities, helping to support and enhance a vibrant, safe and connected community.”

1. Providing equitable transportation options Municipality-wide.
2. Designing an integrated on and off-road network that seamlessly accommodates users.
3. Developing a sustainable blueprint for planning and construction.
4. Prioritizing the comfort and safety of users.
5. Integrating cycling into day-to-day decision making.
6. Supporting long-term strategic objectives of the Municipality.
7. Leveraging cycling opportunities to enhance the tourism environment.

These objectives are represented in the Integrated Strategy (2020 – 2025)

Identifies approx. \$4 million in short and long-term improvements and development for cycling (on-road and off-road, and trails)

ENERGY CONSERVATION AND DEMAND MANAGEMENT PLAN (2019- 2024)⁴

The Municipality initiated an Energy Conservation and Demand Management Plan.

Plan was second rendition from earlier 2014 plan which provided energy consumption benchmark from 2012 for Indoor Facilities and Wastewater Facilities. From 2012 to 2016 the Municipality reduced energy consumption in its indoor facilities by 11.9%.

The Davidson Centre is the Municipality's largest consumer of energy and contributed favourably to reductions.

2019 – 2024 Energy Reduction Plan

11	Davidson Centre	Chillers	Replace existing ice plant with new ammonia system	Replace existing Freon ice plant with new ammonia system. Investigate incorporating premium efficiency motors, enabling floating head pressure, VFDs on brine pumps, installation of heat exchanger to heat pool water or building space heat, water purification. Investigate available incentives at time of upgrade. Scheduled for 2020
12	Davidson Centre	Lighting	Replace MH rink lighting with LED	Upgrade arena rink lighting from MH to LED technology.
13	Davidson Centre	Lighting	Replace Pool area lighting with LED	Upgrade high bay lighting around perimeter of pool from MH to LED technology.
14	Davidson Centre	Lighting	Upgrade Exterior Lighting	Upgrade exterior HID wall packs to LED technology.
15	Davidson Centre	Lighting	Interior Upgrade	Upgrade interior T12 fluorescent lighting to T8 technology with electronic ballasts. Retrofit hall lighting to T5 technology. Relamp entire building using 28W T8 fluorescent lamps. Approximately 70% complete.
			Install New	

44	Tiverton arena	Chillers	Install Refrigeration Plant Controller for Floating Head Pressure Control and Scheduling	It is recommended to install a refrigeration plant controller such as a CIMCO 6000E system which will provide floating head pressure control, brine pump speed control, ice surface temperature control and other features. The system will provide accurate control of ice temperature, brine pump energy savings, compressor energy savings and will adjust with outdoor temperature and thermal loading on the ice pad. It can be programmed and scheduled according to occupant requirements and settings are easily changed.
45	Tiverton arena	DHW	Replace Kitchen Electric Water Heater with Propane Instantaneous Domestic Hot Water Heater	The Kitchen Area uses a small electric domestic hot water heater. It is recommended to replace this unit with propane fired, instantaneous domestic hot water heater. This will reduce standby heating losses from the hot water tank. Savings are estimated for electric heat standby losses only, additional savings are available from fuel switching to propane. The water lines should have insulation added to them to reduce radiant heat losses.
46	Tiverton arena	DHW	Replace Electric Domestic Hot Water Tank Heater with Propane Fired Heater	There is currently one large (100 Gallon, 8 kW each approximately) electric Domestic Hot Water Tank Heater used to supply hot water to the dressing room that has not been updated. This unit has a large electrical demand (kW) and is an older model, with scaling which reduces heating efficiency. By replacing these units with high efficiency propane-fueled DHW tank heaters, electrical consumption and demand charges will be saved. An alternative is to use Instantaneous Domestic Hot Water Tank Heaters to reduce stand-by losses. At a minimum, the existing tanks should be insulated with blanket insulation to reduce stand-by losses. Savings is based on reduced stand-by losses only. Additional savings from fuel switch and efficiency increase will also be achieved.
47	Tiverton arena	Heating	Programmable Set-Back Thermostats on Change Room Electric Heaters	Install Programmable Set-Back Thermostats on electric space heating in all Change Rooms. The existing electric heating units within all Change Rooms are manually controlled and can remain on during unoccupied periods. It is recommended to install programmable units on all electric heaters to shut them off when not required.

⁴ <https://www.kincardine.ca/en/municipal-office/resources/Documents/Kincardine-ECDMP-2019-2024-Final-Draft.pdf> Accessed August 2023

MUNICIPAL DEVELOPMENT AND SERVICING GUIDELINES⁵

9.0 PARKLAND AND LANDSCAPING

9.1 Parkland Where park areas are dedicated to the Municipality as part of the development, the Developer shall grade and seed the parklands so that they are suitable for recreational use. Grading shall be to a minimum slope of 2% and appropriate drainage swales and outlets shall be provided to the municipal sewer system or to an appropriate outlet. The requirement for fencing or further landscaping of a park area will be reviewed with the Developer at the time of Draft Plan submission along with the location and geometry of a proposed park. Stormwater management facilities and environmentally sensitive areas are not to be considered appropriate for parkland dedication.

No trail or cycling path cross sections.

No parkland size standards represented.

WATERFRONT MASTER PLAN (2023)

The Municipality of Kincardine has completed a Waterfront Master Plan that was lead by plural consultants that is a guiding document that organizes and prioritizes all waterfront assets. The plan focused on 1.5 km of waterfront with the focus on Reunion South, Reunion Station, Station Beach, MacPherson Park, and Dunsmoor Park. The Plan includes 28 planning strategies with 17 project themes that included Capital Projects that ranged in short-term, mid-term, long-term suggested timing.

The final plan was presented to Council in Spring of 2023.

Given the Parks and Recreation Strategic Play is following the Waterfront Master Plan there are opportunities to align recommendations from both Plans to ensure consistency, set priorities and provide public updates.

https://www.kincardine.ca/en/play-and-explore/resources/Kin_WMP_Final-Report_06.09.23_WEB-1.pdf

DEVELOPMENT CHARGES (2021)

[HEMSON_Kincardine_2021-DC-Background-Study_15April21.pdf](#)

The Municipality is transparent with their Development Charge formulas and amounts publishing a citizen's friendly DC poster/flyer.

⁵ <https://www.kincardine.ca/en/play-and-explore/resources/Documents/16128-17September15-Kincardine--Mun-Serv-Guidelines.pdf> Accessed August 2023

TABLE 2
MUNICIPALITY OF KINCARDINE
SUMMARY OF AVERAGE HISTORICAL SERVICE LEVELS 2011-2020

Service	2011-2020 Service Level Indicator
1.0 PARKS AND RECREATION Indoor Recreation Parkland Development Park Facilities Parks Buildings	\$6,028.72 per capita \$4,931.46 per capita \$56.76 per capita \$559.13 per capita \$481.37 per capita
2.0 PUBLIC WORKS & MUNICIPAL FLEET Buildings Land Fleet & Small Equipment Fixtures, Furniture & Equipment	\$875.57 per capita and employee \$238.35 per capita and employee \$322.18 per capita and employee \$289.04 per capita and employee \$26.00 per capita and employee
3.0 FIRE SERVICES Buildings Land Furniture & Equipment Fire Fighter Equipment Vehicles	\$600.82 per capita and employee \$168.97 per capita and employee \$155.88 per capita and employee \$5.83 per capita and employee \$46.44 per capita and employee \$223.70 per capita and employee
4.0 WASTE MANAGEMENT Buildings Land Vehicles Equipment	\$154.23 per capita \$24.92 per capita \$2.17 per capita \$126.52 per capita \$0.62 per capita

TABLE 5
MUNICIPALITY OF KINCARDINE
SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES
10-YEAR CAPITAL PROGRAM FOR GENERAL SERVICES

10 Year Growth in Population in New Units	1,414
10 Year Growth in Square Metres	49,812

Service	Development-Related Capital Program (2021 - 2030)					Residential Share		Non-Residential Share	
	Net Municipal Cost (\$000)	Replacement & Benefit to Existing (\$000)	Available DC Reserves (\$000)	Post-2030 Benefit (\$000)	Total DC Eligible Costs for Recovery (\$000)	%	(\$000)	%	(\$000)
1.0 PARKS AND RECREATION	\$3,614.7	\$1,072.6	\$280.7	\$1,245.4	\$1,016.0	100%	\$1,016.0	0%	\$0.00
Unadjusted Development Charge Per Capita							\$718.50		
Unadjusted Development Charge Per Sq.M									\$0.00
2.0 PUBLIC WORKS & MUNICIPAL FLEET	\$1,935.0	\$25.0	\$124.3	\$326.3	\$1,459.4	63%	\$919.4	37%	\$539.99
Unadjusted Development Charge Per Capita							\$650.24		
Unadjusted Development Charge Per Sq.M									\$10.84

Table 11 - Calculated Annual Provision for General Services				
General Services	2021-2030 Capital Program		Calculated AMP Annual Provision by 2031	
	DC Recoverable*	Non-DC Funded**	DC Related	Non-DC Related
Parks And Recreation	\$1,296,689	\$6,528,832	\$60,143	\$211,339
Public Works & Municipal Fleet	\$1,583,731	\$351,269	\$61,351	\$10,973
Fire Services	\$1,076,675	\$993,325	\$41,811	\$45,051
Waste Management	\$34,000	\$306,000	\$1,810	\$16,288
Development Related Studies	\$295,000	\$195,000	\$0	\$0
Total	\$4,286,095	\$8,374,426	\$165,115	\$283,651

*Includes costs that will be funded from the DC reserve fund

**Includes costs that will be recovered in future development charge studies (e.g. post-period benefit)

APPENDIX B.1
TABLE 2
MUNICIPALITY OF KINCARDINE
DEVELOPMENT-RELATED CAPITAL PROGRAM
PARKS AND RECREATION

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					Replacement & BTE Shares	BTE (%)		Available DC Reserves	2021-2030	Post 2030
1.0 PARKS AND RECREATION										
1.1 Indoor Recreation										
1.1.1 Pool Study	2023	\$ 30,000	\$ -	\$ 30,000	\$ -	0%	\$ 30,000	\$ 30,000	\$ -	\$ -
1.1.2 Davidson Centre Parking Lots Project	2024	\$ 1,033,950	\$ -	\$ 1,033,950	\$ 682,407	66%	\$ 351,543	\$ 125,368	\$ 226,175	\$ -
1.1.3 Whitney Crawford Community Centre Construction - Replacement and Expansion	2024	\$ 6,031,571	\$ 3,980,837	\$ 2,050,734	\$ 390,150	19%	\$ 1,660,584	\$ 125,368	\$ 289,778	\$ 1,245,438
1.1.4 Pool Engineering and Design	2025	\$ 70,000	\$ -	\$ 70,000	\$ -	0%	\$ 70,000	\$ -	\$ 70,000	\$ -
Subtotal Indoor Recreation		\$ 7,165,521	\$ 3,980,837	\$ 3,184,684	\$ 1,072,557		\$ 2,112,127	\$ 280,735	\$ 585,954	\$ 1,245,438
1.2 Outdoor Recreation										
1.2.1 New Skatepark	2023	\$ 460,000	\$ 230,000	\$ 230,000	\$ -	0%	\$ 230,000	\$ -	\$ 230,000	\$ -
1.2.2 Provision for additional recreation amenities (trails, parks, land improv. etc.)	Various	\$ 200,000	\$ -	\$ 200,000	\$ -	0%	\$ 200,000	\$ -	\$ 200,000	\$ -
Subtotal Outdoor Recreation		\$ 660,000	\$ 230,000	\$ 430,000	\$ -		\$ 430,000	\$ -	\$ 430,000	\$ -
TOTAL PARKS AND RECREATION		\$ 7,825,521	\$ 4,210,837	\$ 3,614,684	\$ 1,072,557		\$ 2,542,127	\$ 280,735	\$ 1,015,954	\$ 1,245,438

Residential Development Charge Calculation		
Residential Share of 2021 - 2030 DC Eligible Costs	100%	\$1,015,954
10-Year Growth in Population in New Units		1,414
Unadjusted Development Charge Per Capita		\$718.50
Non-Residential Development Charge Calculation		
Non-Residential Share of 2021 - 2030 DC Eligible Costs	0%	\$0
10-Year Growth in Square Metres		49,812
Unadjusted Development Charge Per Square Metre		\$0.00

2021-2030 Net Funding Envelope	\$8,294,945
Reserve Fund Balance	
Uncommitted Reserve Funds	\$280,735
2021 Capital Budget Draws	\$0
TOTAL	\$280,735

A complete facility inventory of Parks and Recreation indoor/outdoor facilities is provided (page 63 – 69)

[HEMSON Kincardine 2021-DC-Background-Study 15April21.pdf](#)

MUNICIPAL ACCESSIBILITY PLAN (2023 – 2027)

[filestream.ashx\(escrimeetings.com\)](filestream.ashx(escrimeetings.com))

The Municipality has an active, transparent, and accountable Municipal Accessibility Advisory Committee with clear terms of reference.

The new 2023-2027 Municipal Accessibility Plan outlines accomplishments from the previous 4-year plan and sets out objectives for the 2023 – 2027 time horizon.

[Multi-Year-Accessibility-Plan-final.pdf\(kincardine.ca\)](Multi-Year-Accessibility-Plan-final.pdf(kincardine.ca)) (2018 – 2022 Plan for reference purposes)

Results of an accessibility survey related to Community Services include:

Customer Service Public Comments

- Access to the Davidson Centre office
- Lack of signage regarding the best entrance to use for accessibility at the Davidson Centre and Tiverton Sports Centre during events.
- Ease of use of program for registering for Municipal programming.
- Accessible programming required for all age levels.

2023-2027 Accessible Goals

- Continue use of Customer Service staff at the Davidson Centre main accessible entrance to assist customers.

Information and Communication Public Comments

- Website is hard to navigate.
- Continued upgrades to the website.
- Employment Public Comments
- Additional training for staff in accessibility and diversity.

2023-2027 Accessible Goals

- Continue to provide all staff and volunteers with Accessible Customer Service Training

2023 Davidson Centre Accessibility Audit

- External accessibility audit completed and reported to Council
- Recommendation to address “low hanging fruit” through the next budget cycle

Summary of Findings: Municipal Plans and Strategies

Official Plan

- The Municipality's parks, open space, and recreation assets and services are highly recognized contributors to the Municipality's Tourism policies.
- New facility construction should be reflective of LEED or greater standards.
- Arts and Cultural asset development and promotion are seen as important contributors to the Municipality's role for residents and visitors alike.
- The Municipality recognizes the need for improving recreational facilities through Community Improvement Initiatives.
- Recognition that some parks and recreational assets are deficient.
- Accommodating affordable housing is a priority for use of surplus property.
- Recognition of the current Master Plan underway potentially requiring Official Plan Amendments.
- There is a goal of accessible and "equitable distribution" of parks and recreation assets and services.
- Public access to the shoreline is reflected in several policies.
- The Municipality's parkland provision standards at 10 hectares/1,000 is higher than average.
- The "sub-neighbourhood" park designation is problematic from a maintenance standpoint with a minimum size of 500 sq.mt = .05 hectares = .12 acres.
- Parkland standards include a radius standard which is unique to an urban/rural community.
- There is no radius inclusion of playgrounds which is typical of a provision standard.
- The parkland standard policy implies the notion of co-location with school sites but does not specify a preference for co-location to school sites and/or stormwater management facilities.
- The discount or reduction of 25 % in a park/school co-location is unique (and dependent on current favourable relations with the school board on reciprocal use).
- The OP anticipates potential amendments from a policy standpoint resulting from the Master Plan.
- The OP allows for 2% Commercial/Institutional and 5% parkland dedication with conditions including the application of Community Benefits.
- Cash-in-lieu is recognized in policy and identifies conditions for when CIL is preferred.
- Subdivision standards for park requirements are identified yet under stipulated.
- The shoreline is a valued asset for public assets and policies are in place to maintain access.
- There is recognition of the importance of the Active Transportation Master Plan and Cycling Master Plan.

Strategic Plan

- There is no specific action or recommendation directly outlined for the parks and recreation function of Community Services.

Integrated Strategy 2.0

- The “Integrated Strategy” is a unique document that integrates various policy documents into one consolidated policy document.
- The revised strategy offers better representation of parks and recreation services which were under-represented in the original strategy.
- Parks and Recreation is implicated in several sections and actions of the new 2.0 in either a leadership or participatory role with other Departments.
- Completion of the Strategic Plan and resulting recommendations need to be aligned with similar recommendations identified in 2.0 and reported on concurrently to Council.

Master Cycling Plan

- The broad goals of the Cycling Master Plan have direct implications and alignment to the active transportation goals of parks and recreation services.
- The Master Cycling Plan recommends up to \$4 million in improvement to on-road and off-road cycling assets.

Energy Conservation and Demand Management Plan

- The Davidson Centre is the Municipality’s largest consumer of energy and contributed favourably to reductions.
- Upgrades to both the Davidson Centre and Tiverton Arena are recommended to reduce energy demand. (To be cross-referenced with the capital forecast)

Inclusion, Diversity, Equity, and Access (IDEA)

- The Municipality has a commitment to addressing inclusion, diversity, equity and access by developing actions that remove barriers and create a welcoming community.
- Recent Davidson Centre Accessibility Audit includes some upgrades that could quickly improve accessibility.

Municipal Development & Servicing Guidelines

- There are general guidelines for developers to comply with related to slope, grading, and storm water discharge.
- Park fencing requirement is nebulous.
- No mention of soil quality other than suitable for recreation purposes, or reference to park size standards.

- Clarifies that stormwater management facilities can not be included as parkland yet there is no mention of co-location of parks with SWMA.
- There are no cross-sections of trails.

Waterfront Master Plan

- The waterfront plans are inspirational and will contribute greatly to community pride, trail connectivity, improved facilities and amenities, emergency access and beach safety plus accessibility along the waterfront.
- There are opportunities to align recommendations from the Waterfront Master Plan with the Parks and Recreation Strategic Plan

Development Charges Background Study

- The Municipality is transparent with their Development Charge formulas and amounts publishing a citizen's friendly DC poster/flyer.
- Historic levels of parks and recreation services are illustrated.
- There is a projection of \$1 million in total eligible DC recovery cost through to 2030.
- DC funding has been identified for (i) Pool Study, (ii) Davison Centre Parking lots, (iii) Whitney Crawford CC, (iv) Pool Engineering and design, (v) New skatepark, (vi) general trails, parks, enhancements.

Municipal Accessibility Plan

- The current MAP 2023 – 2027 outlines specific goals of the Advisory Committee. Based on a recent survey of access, there are distinct areas of improvements cited for parks and recreation.

NATIONAL & PROVINCIAL POLICY CONTEXT

This section forms part of the overall literature review to the Situational Analysis for the Parks and Recreation Strategic Plan. The focus of this section is to offer insight into national policy frameworks and/or provincial legislation that has specific relevance to the planning of future recreation and park services.

A summary of the relevant policies or legislation is offered, and the specific relevance to the Municipality of Kincardine is outlined. The specific frameworks and legislation contained in this report is as follows:

- Framework for Recreation in Canada: Pathways to Wellbeing
- Canadian Sport Policy Canadian Sport Policy 2012
- A Common Vision for increasing physical activity and reducing sedentary living in Canada: Let's Get Moving
- Affordable Access to Recreation for Ontarians Policy Framework (2009) – Parks and Recreation Ontario
- Parks for All
- Childcare and Early Years Act (CCEYA)
- More Homes, Built Faster Act (2022) (commentary as of summer 2023)

Framework for Recreation in Canada: Pathways to Wellbeing

The *Framework for Recreation in Canada: Pathways to Wellbeing 2015* (the Framework) was developed and endorsed by the federal, provincial, and territorial governments to provide guidance and galvanize the parks and recreation sector. It was designed to position parks and recreation as an important means to address and contribute to solving societal challenges by uniting the sector through a collective commitment to a shared vision, values, goals, and priorities.

The Vision of the Framework is a Canada where everyone is engaged in meaningful, accessible recreation experiences that foster:

- individual wellbeing,
- community wellbeing, and
- the wellbeing of our natural and built heritage.

The goals and priorities provide the basis for organizations to develop action plans that, when implemented, can contribute to the wellbeing of individuals, communities, and the built and natural environments.

The 5 overarching goals of the Framework are:

1. Active Living
2. Inclusion and Access
3. Connecting People and Nature
4. Supportive Environments
5. Recreation Capacity

The Framework is currently being reviewed with the goal of a full renewal of the document in 2025. An interim “supplement” will be available through the Canadian Parks and Recreation Association. It will provide additional resources and information that brings the 2015 document into the current context.

Considerations for the Municipality of Kincardine: As an update for the Framework is forthcoming, strategies should be based broadly on the overarching goals of the Framework and based on a community’s specific priorities. The key benefits of aligning with the Framework is the opportunity to measure your progress and to develop action plans that enhance access to parks, facilities, programs, and non-organized play for all ages.

Canadian Sport Policy Canadian Sport Policy 2012

Like the Framework for Recreation in Canada, the Canadian Sport Policy (CSP) is currently in the process of renewal. This policy helps identify Canadian sport priorities and guides how federal, provincial and territorial governments advance sport. The CSP has always referenced recreational/community sport as a prime objective and documents released in 2023 show that recreational sport still plays an important role in achieving the overall vision for the CSP.

Specifically, the CSP recognizes that most facilities are owned and operated by municipalities and represent a significant investment. Additionally, it notes that municipalities and other community recreation providers have an important role to play in providing opportunities for lifelong participation, which aligns with Goal 1 in the Framework for Recreation in Canada.

Considerations for the Municipality of Kincardine: As with the Framework, strategies will align with the key policy objectives of lifelong participation and providing high quality facilities for community sport and recreation. Fostering strong partnerships is also a factor for successful implementation.

A Common Vision for increasing physical activity and reducing sedentary living in Canada: Let's Get Moving

The Common Vision is Canada's first national policy focusing on increasing physical activity and reducing sedentary behaviours. Like the CSP and the Framework the Common Vision has broad areas of focus for collaborative action that can be applied at the community level: Cultural Norms, Spaces and Places, Public Engagement, Partnerships, Leadership and Learning and Progress.

Considerations for the Municipality of Kincardine: Specific strategic imperatives in the Common Vision directly apply to the development of a Parks and Recreation Strategic Plan.

2.1 Prioritize the design of spaces and places to increase recreational physical activity and utilitarian physical activity opportunities across all settings, while also increasing accessibility of existing facilities, venues and infrastructure.

3.1 Adapt Canadian best practices in promoting physical activity, as well as learn from already successful community based public engagement programs.

4.5 Adopt an approach to collaboration based on the unique strengths of all partners across sectors with clear roles, targets and deliverables that demonstrate both short- and long-term progress.

Parks for All

Parks for all is a sector-led initiative to provide a framework for enhancing our connection with nature through all types of parks and open space. Its vision is to create a connected hierarchy of park lands and waterways that support healthy people and environments. As such, it aligns and amplifies the goals of the Framework for Recreation in Canada.

Considerations for the Municipality of Kincardine: Parks for All highlights both the economic and mental and physical health benefits of parks and access to nature. During COVID-19, the rise in park use has stimulated continued growth in the demand for and use of public outdoor spaces. As such, strategies should be guided by the principles of increasing access to parks and open space through collaboration and leadership. The principle of providing residents and visitors with a variety of open spaces and trails is of key importance.

Affordable Access to Recreation for Ontarians Policy Framework (2009) – Parks and Recreation Ontario

This Policy Framework promotes access to recreation for Ontarians. It sets out a vision, objectives and strategic directions to guide those who develop public policy, make funding decisions, offer recreation programs, or build and maintain facilities or open spaces. It is a call to action for all involved to work together in a systematic way to make recreation affordable and accessible to all.

Considerations for the Municipality of Kincardine: The Affordable Access to Recreation Framework encourages municipalities to establish systems that remove barriers to participation. It recommends that municipalities have a mix of free programs and/or events as well as some kind of fee assistance program. It is also recommended that a fee assistance program be approved by council, but for smaller municipalities an informal policy can also be effective. Municipalities can partner with community organizations or other charities (i.e. Jumpstart) to provide subsidies. Another option is to base the cost recovery for programs at 80% of capacity, thus allowing up to 20% of the program capacity to be offered free or at a significantly reduced cost.

AODA: Design of Public Spaces

The [Accessibility for Ontarians with Disabilities Act, 2005](#) (AODA) is the law that sets out a process for developing, implementing, and enforcing accessibility standards. Government, businesses, non-profits, and public sector organizations must follow the standards. [Accessibility laws and standards](#) help to reduce and remove barriers and make Ontario more inclusive for everyone.

The following outdoor spaces must comply with accessibility regulations if you are creating new spaces or making major changes to existing spaces (partial list):

1. Trails and beach routes
2. Outdoor eating areas
3. Outdoor play spaces
4. Outdoor paths
5. Parking

Parks and Recreation Ontario, in collaboration with the Ontario Accessibility Directorate, created short [guidebook](#) on accessible outdoor spaces.

Considerations for the Municipality of Kincardine: It is recommended that the municipality continue to work with the Accessibility Advisory Committee and a subject matter expert on any new construction or significant renovation of municipal spaces. It should be noted that the legislation does not require 100% of the area of new outdoor parks and trails to be accessible to all, especially where natural features may be negatively impacted.



SECTION 2: FACILITIES, PARKLAND AND TRAILS

1. Indoor and Outdoor Facility Inventory
2. Parkland Supply
3. Facility Assessments
4. Trails

FACILITY INVENTORY

The purpose of this section is to determine the Municipality's current supply of Indoor and Outdoor Facilities for the purpose of determining what if any new facilities they may require within the next 10 years based on growth projections, population demographics, and current or emerging trends.

This section does not assess the condition of the facilities themselves, rather the number, type, and capacity of the existing inventory to meet future demands.

The duration of this Parks and Recreation Strategic Plan is ten years. The 2021 Census assessed the Municipality's population at 12,268. Bruce County population projections for 2031 is 13,700, and 14,400 by 2036 which is beyond the plan's timelines. In assessing the facility supply the consultants have used the 2036 projection of 14,400. We further recognize that these projections may be advanced due to pending expansion of Bruce Power.

Summary of Findings: Facility Inventory

- The Municipality will have a sufficient supply of ice pads through to 2033, based on a standard of one ice pad per 450 participants.
- The Municipality will have a sufficient supply of indoor pools based on a standard of one indoor pool per 30,000 residents.
- The Municipality will have a sufficient supply of playfields and ball diamonds based on one playfield per 80-90 minor youth participants.
- The Municipality can increase its overall playfield capacity through lighting any number of its playfields. A lit playfield provides the equivalent of 1.5 playfields by extending playing capacity.
- The Municipality will have a sufficient supply of skate parks based on 1 per 5,000 youth. This does not preclude that a demand for a second skate park may present itself in Tiverton due to geographical distances.
- The Municipality will have a sufficient supply of splash pads in Kincardine based on a standard of one splashpad per 2,000 metre radii. There may be a demand for further consideration in Tiverton.
- The Municipality will need to monitor demand on gymnasium space for prime-time use. This should also include opportunities that may present itself through the new high school and the existing reciprocal use relationship between the Municipality and the School Board.
- There is generally a sufficient supply of playgrounds based on a standard of one playground to serve a 500 – 800 metre radius in a residential area. The absence of a junior and senior play structure at Bruce Avenue Park and Connaught Park is noticeable.
- The Municipality has a unique supply of non-traditional park buildings.

INDOOR FACILITY INVENTORY

	TOTAL SQUARE FOOTAGE	ARENA	POOL	GYM	FITNESS CENTRE	WALKING TRACK	HALL	MULTI PURPOSE ROOMS	BOARD ROOM	OFFICE
DAVIDSON CENTRE	197,852	1	1	1	1	1	1	4		1
TIVERTON SPORTS CENTRE	27,270	1					1	1		1
BRUCEDALE COMMUNITY CENTRE	1,500						1			
ARMOW WOMENS INSTITUTE	1,550						1			
UNDERWOOD COMMUNITY CENTRE	4,500						1			1
WHITNEY CRAWFORD COMMUNITY CENTRE	6,750									
WHITNEY CRAWFOR STORAGE BUILDING	13,125									
KINCARDINE PUBLIC LIBRARY								1		
AGRICULTURAL BUILDING	5,869			Gymnastics						
DUNSMOOR PARK PAVILION/HALL	11,000						1			
LIGHTHOUSE	1,554									

OUTDOOR FACILITY INVENTORY

LOCATION	SOCCER	SOFTBALL	BASEBALL	RUGBY	JUNIOR PLAY STRUCTURE	SENIOR PLAY STRUCTUR E	SPLASH PAD	PAVILION	SPORT COURT	SKATE PARK	TENNIS/ PICKLEBALL	TRACK	Wash Room	Dog Park	Lawn Bowling	Conces'n	Other
Davidson Centre	Senior Senior Junior				1	1	1 washroom			1		1 SR.	1				
Brucedale Avenue/Legion Park	Senior Senior Senior Junior Junior Junior Mini Mini Mini Mini	Senior						1					1	1			
Tiverton Sports fields	Senior Senior Sr O.S Sr O.S.	Senior*	Senior	Senior Senior	1	1		2	1				1			1	Ag. Shed Storage
Connaught Park		Senior* Senior*	Senior*		1			1					1			1	Barn House
MacPherson Park					1						3				1		House
Dunsmoor Park					1	1		4					1			1	Dance Hall
Bluewater Trailer Park													1				Office

LOCATION	SOCCER	SOFTBALL	BASEBALL	RUGBY	JUNIOR PLAY STRUCTURE	SENIOR PLAY STRUCTUR E	SPLASH PAD	PAVILION	SPORT COURT	SKATE PARK	TENNIS/ PICKLEBALL	TRACK	Wash Room	Dog Park	Lawn Bowling	Conces'n	Other
Reunion Park								1					1				Gazebo Fish Cleaning
Victoria Park								1									
Alps Park					1												Sled Hill
Armow Park					1												
Bervie Community Park					1												
Rotary Park																	
Robinson Park (Scouts-owned)																	
Blackwell Park																	
Helliwell Park					1												
Huron Ridge Park 1					1												
McIntyre Park					1												
Inverhuron Park					1												
Lake Huron Highlands					1												
Kin Huron					1												
Patterson Park					1												
Rotary Park					1												

LOCATION	SOCCER	SOFTBALL	BASEBALL	RUGBY	JUNIOR PLAY STRUCTURE	SENIOR PLAY STRUCTUR E	SPLASH PAD	PAVILION	SPORT COURT	SKATE PARK	TENNIS/ PICKLEBALL	TRACK	Wash Room	Dog Park	Lawn Bowling	Conces'n	Other
Savage Park					1												
Scot's Point Park					1												
Willow West Park					1												
Underwood Park					1												
Stonehaven Park					1												

PARKLAND SUPPLY

The purpose of this section is to assess the overall parkland supply to Kincardine residents. The parks have been divided into three main classifications consistent with typical park classification protocols including.

- **REGIONAL SPORT PARKS**
- **DESTINATION PARKS**
- **NEIGHBOURHOOD PARKS**

The Bluewater Trailer Park has been identified as a “private park” based on its current function. The Municipality may wish to add an additional category such as village squares/parkettes to distinguish smaller parks from more appropriately sized neighbourhood parks.

The sizes of the parks are listed in both hectares and acres for individual user perspectives. Lastly, each park classification category calculates the parkland supply consistent with parkland standards “parkland supply per 1,000 population”. For this calculation, the 2021 Census population of 12,268 residents was used.

Summary of Findings: Parkland Supply

- The municipality has an adequate supply of parkland in all classifications based on contemporary national standards.
- The supply of parkland is favourably distributed across the municipality’s large geographical area, including large community-wide sport facilities in Tiverton and Kincardine.
- The municipality has several legacy parks at or below .4 hectares (1 acre) that should be avoided in future neighbourhood parkland dedication/acquisition. This size of park tends to result in a higher cost per acre to maintain and offer limited opportunities for play.
- The municipality has neighbourhood parks that should not have been accepted based on good CPTED (Crime Prevention Through Environmental Design) principles. Of particular concern are Helliwell Park, Grozelle Park, Riggan Park, and Black Woods Park that have very little to no surveillance capability from sub-division roads.

REGIONAL SPORTS PARKS				
	HECTARES	ACRES	HECTARES/ 1,000 POP.	ACRES/ 1,000 POP.
Davidson Centre & Lions Park	20.20	50		
Connaught Park	6.91	17.1		
Bruce Avenue/Legion Park	10.93	27		
Tiverton Lions Park	4.65	11.5		
SUB-TOTAL	42.69	105.6	3.5/1,000	8.66/1,000

DESTINATION PARKS				
	HECTARES	ACRES	HECTARES/ 1,000 POP.	ACRES/ 1,000 POP.
Reunion Park	8.19	20.2		
Dunsmoor Park	.89	2.2		
Geddes Park	2.62	6.5		
Rotary Park	1.25	3		
Wildfang Park ⁶	.84	2		
Victoria Park	.81	2		
SUB-TOTAL	14.6	35.9	1.2/1,000	2.94/1,000

NEIGHBOURHOOD/HAMLET PARKS				
	HECTARES	ACRES	HECTARES/ 1,000 POP.	ACRES/ 1,000 POP.
Alps Park	.58	1.43		
Armow Park	.16	.4		
Bervie Community Park	.75	1.85		
MacPherson Park	2.22	5.5		
Rotary Park	1.26	3.1		
Robinson Park ⁶	1.66	4.1		
Blackwell Park	.63	1.6		
Helliwell Park	2.63	6.5		
Huron Ridge Park 1	.94	2.3		
Huron Ridge Park 2	.43	1		
Huron Ridge Park 3	.74	1.8		
McIntyre Park	.16	.4		
Inverhuron Park	1.05	2.6		
Lake Huron Highlands	.45	1.1		
Kin Huron	.2	.5		
Elgin Market Park	1.31	3.2		
Roadside Park	2.0	4.9		
Queen's Lookout	.29	.7		
Patterson Park	.42	1		
Memorial Park	.40	1		
Underwood Park	1.78	4.4		
Inverhuron Park	1.04	2.6		
Stonehaven Park	.04	.1		
SUB-TOTAL	21.14	52.24	1.7/1,000	4.28/1,000

⁶ Wildfang and Robinson Parks are owned by the Scouts.

Other Parks (for the purposes of this park, it implies that the public does not generally enjoy access due to the residential setting for seasonal trailers.), however it is on land owned by the Municipality).

OTHER PARKS				
	HECTARES	ACRES	HECTARES/ 1,000 POP.	ACRES/ 1,000 POP.
Bluewater Trailer Park	.84	2.1	NA	NA

FACILITY ASSESSMENTS

ASSET CATEGORY – PLAYGROUNDS/SPLASHPADS

LOCATION	FACILITY	CONDITION	NOTES
Alps Park	Play Structure	Fair	<p>Play Structures throughout the Municipality of Kincardine are in various states of repair.</p> <p>There is a range of inaccessible bases including pea gravel, sand, grass.</p> <p>Those play structures with a wood fibre base have poor access to the play structure itself, and the borders do not permit access at grade.</p> <p>Play structures vary and do not follow any theme – MacPherson Park has 4 distinct/different play structures.</p> <p>The maintenance in play structure areas is poor with grass/weeds protruding through the base.</p> <p>Non-compliance with CEPTED principles in some parks require direct guardian supervision.</p> <p>Accessibility is limited in all parks.</p>
Armow Park	Play Structure	Fair	
Bervie Park	Play Structure	Fair	
Helliwell Park	Play Structure	Fair	
Huron Ridge Park	Play Structure	Fair	
McIntyre Park	Play Structure	Fair	
Inverhuron Park	Play Structure	Fair	
Lake Huron	Play Structure	Fair	
Highlands	Play Structure	Fair	
Kin Huron	Play Structure	Fair	
Patterson Park	Play Structure	Fair	
Rotary Park	Play Structure	Fair	
Savage Park	Play Structure	Fair	
Scot's Point Park	Play Structure	Fair	
Willow West	Play Structure	Fair	
Park Underwood	Play Structure	Fair	
Stonehaven Park	Play Structure	Fair	
Davidson Centre	Splashpad	Good	<p>Splash pad is integrated among play structures.</p> <p>There is a dedicated Pavilion for guardian viewing with picnic tables.</p> <p>Access to washroom facilities adjacent to Splash Pad. Accessibility⁷ is limited.</p>

⁷ 2023 Accessibility Audit of the Davidson Centre includes comprehensive list of retrofits. Recommendation at the time of the report presentation to Council was to prioritize upgrades and address in budget process.

Dunsmoor Park



Helliwell Park



Tiverton Ball Park



Davidson Centre



MacPherson Park



MacPherson Park



MacPherson Park



MacPherson Park



Rotary Park



Rotary Park



Grozelle Park



Grozelle Park



February 2024

Underwood Park



Connaught Park



DC Splash Pad



Inverhuron Park-Upper



ASSET CATEGORY - PLAYFIELDS

LOCATION	FACILITY	CONDITION	NOTES
Davidson Centre	Senior Track Senior Playfield (football/soccer) Senior Playfield (soccer) Medium Playfield (soccer) Parking	Poor Good Good Fair Asphalt/Gravel	Track is deteriorating. Traditional Collegiate Field Layout The Flats is disconnected from main campus and accessed through trail. Access to Davidson Centre washrooms and amenities.
Bruce Avenue Sports Complex	Senior Soccer (Field 1) Senior Soccer (Field 3) Senior Soccer (Field 4E) Junior Soccer (Field 2A) Junior Soccer (Field 2B) Mini Soccer (Field 4A) Mini Soccer (Field 4B) Mini Soccer (Field 4C) Mini Soccer (Field 4D) Washroom Facility Parking Junior Soccer (Field 3C)	Good Good Good Good Good Good Good Good Good Good Good Gravel	Well designed state of the art soccer complex with dedicated fields for Mini, Junior, and Senior soccer play. 3 Large gravel (well maintained) parking areas with trail connecting all parking areas/soccer fields. Modern washroom facility with storage.
Tiverton Sports Fields	Senior Rugby Pitch Adjacent Senior Open Field Senior Rugby Pitch Adjacent Senior Open Field Senior Playfield (soccer) Senior Playfield (soccer)	Good Good Good Good Good Good	The 2 rugby fields, senior soccer field, and large manicured open space are consolidated at the Community Centre Campus. Opportunity to re-configure for additional fields if/when required. One senior soccer field is located adjacent to ball fields in separate yet connected campus.

DC Track



DC Senior Field



DC Field House



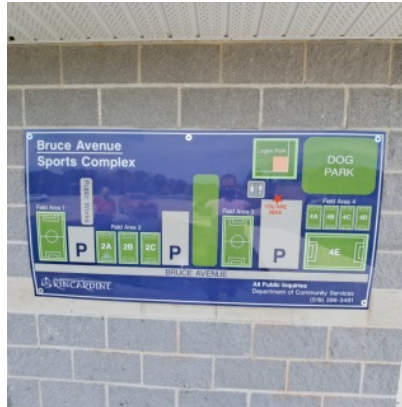
DC Senior Field



Bruce Ave. Mini's



Bruce Ave. Field Inventory



Bruce Ave Washrooms



Bruce Ave. Parking Lot



Tiverton Senior Soccer



Tiverton Rugby Field A



Tiverton Rugby Field B



Tiverton Senior Soccer



ASSET CATEGORY – BALL DIAMONDS

LOCATION	FACILITY	CONDITION	NOTES
Connaught Park	Senior Baseball	Good	<p>Overall design is poor and fields are too close for safe play which is mitigated through netting.</p> <p>Facilities are tired and emblematic of third to fourth generation with limited renewal and upgrades.</p> <p>Softball field lighting is antiquated and in need of replacement.</p> <p>Washroom building appears to be the most modern upgrade to the fields.</p> <p>Players benches have been upgraded on field A from sponsorship of materials and construction.</p> <p>Fields appear well-maintained but areas and amenities outside of the play area is poor and in need of significant upgrading.</p>
	Lighting	Fair	
	Dugout	Fair	
	Bullpen	Poor	
	Clubhouse/storage	Poor	
	Washroom Building	Good	
	Senior Softball (A)	Good	
	Lighting	Fair/poor	
	Players Bench	Good	
	Senior Softball (B)	Good	
Bruce Avenue Sports Complex	Lighting	Fair/poor	<p>Single ball field among major soccer centre.</p> <p>Opportunity for lighting fields if demand presents it.</p>
	Players Bench	Good	
	Senior Softball	Fair	
	Players Bench	Fair	
Tiverton Sports Fields	Senior Baseball	Fair	<p>Two field complex well designed with common newer Pavilion and newer Washroom/Concession/Pavilion building. Stone dust infields restrict sliding.</p> <p>Good tournament destination with parking and pavilion and adjacent playground.</p> <p>Opportunity to light senior baseball diamond if demand presents.</p>
	Players Bench	Fair	
	Senior Softball	Good	
	Lighting	Fair	
	Players Bench	Poor	
	Shared Pavilion	Good	
Elgin Market Park	Shared Washroom/Concession	Good	<p>Aged and unused softball diamond adjacent to school.</p>
	Junior Ball Diamond	Poor	

CONNAUGHT PARK PLAYFIELDS

Connaught Baseball Field



Dugout on 1st base line only



Washroom Building



Clubhouse/Storage



Softball Field A Stands



Shared Bullpen



Baseball Field Proximity to A



New Players Bench A



Field A



Field A Backstop/Lighting



Legacy Player Seating A



Ring Road to Fields



Bruce Park Field



Players Bench



Stands



Parking



Tiverton Baseball



Shared Washroom/Concession



Tiverton Pavilion



Tiverton Stands



Softball Players Bench



Softball Lighting



Softball Lighting



Playground view to Field A



ASSET CATEGORY – ARENAS/POOLS/GYMNASIUMS

LOCATION	FACILITY	CONDITION	NOTES
Davidson Centre	Arena	Good	Component of the Davidson Centre. Large Accessible warm viewing area on second floor adjacent to walking track. Hardwood on concrete spectator viewing area in good condition. Access to main arena floor and upper viewing area facilitated by significant concrete ramp which is a significant feature throughout the facility.
	Pool	Fair	Pool is a traditional 25 metre 6 lane collegiate pool of centennial age. 1 Metre diving board & Rope wing. Aquatic Facility is land-locked within the Davidson Centre footprint. Upper floor viewing from DC mezzanine area.
	Gymnasium Walking Track	Good Good	Modern full-sized gymnasium addition adjacent to the arena with separate change rooms and elevated walking track. Walking track is open to the upper warm viewing area to the ice pad, with natural light throughout. Accessibility is limited throughout the Complex
Tiverton Sports Centre	Arena	Good	Warm viewing area from the lobby. Cool side, wooden spectator seating in good condition. Accessibility is limited throughout the building.
	Meeting Room	Good	Large meeting room often used by local day-care. Full kitchen and 2 washrooms are accessed from meeting space.
Whitney Crawford Community Centre	Former arena	Fair/Poor	Leased to service club – service club provides storage services to people requiring indoor storage.

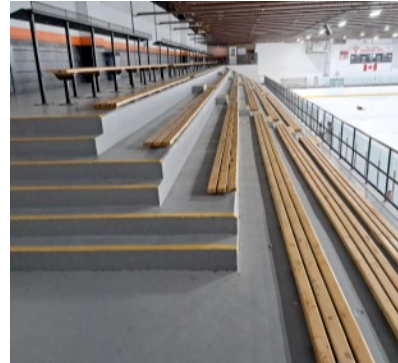
DC Ice Pad



DC Floor Level



DC Spectator Seating



DC Warm Viewing



DC Ramp System



DC Pool



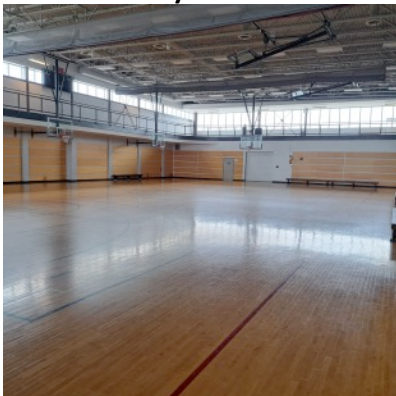
DC Pool



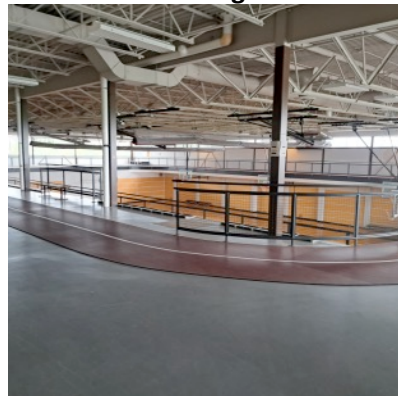
DC Pool



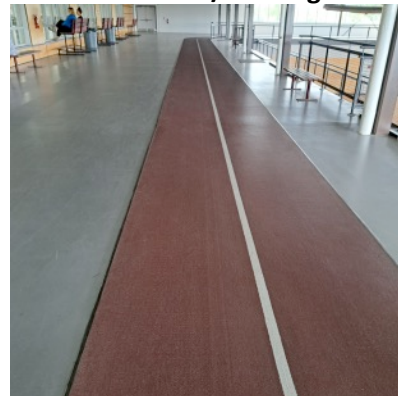
DC Gymnasium



DC Walking Track



DC Track/Viewing



ASSET CATEGORY – SPORT COURTS/SKATE PARKS/TENNIS COURTS/VOLLEYBALL

LOCATION	FACILITY	CONDITION	NOTES
Tiverton	Basketball Standards at Arena	Fair	Standards are located at the back of parking area. There is asphalt/parking base in fair condition – no key lines. Standards are dated and slanted. Located on deteriorated parking area making dribbling a challenge.
	Basketball Standards at Lion's Hall	Poor	
DC Centre	Skate Park	Fair	Dedicated fenced in area among other play facilities. Limited challenge value with component structures on large, paved area.
MacPherson Park	Lit Tennis Courts x 3	Good	Newer lit tennis facility with lighting and benches. Lock box with portable equipment for pickleball on court 3. Horseshoe pits are located adjacent to the tennis courts. Well designed dedicated area, grounds are moderately maintained.
	Horseshoe Pits x 8	Fair	
	Lawn Bowling	Good	
Reunion Park	Beach Volleyball Courts x 4	Good	Dedicated and lined beach volleyball area with permanent netting. Small pavilion offers rest area and shade for participants.

Tiverton Arena



Tiverton Rotary Hall



DC Skate Park



DC Skate Park



MacPherson Park



MacPherson Park



Reunion Park



ASSET CATEGORY – HALLS / BUILDINGS / PAVILIONS

LOCATION	FACILITY	CONDITION	NOTES
Davidson Centre Reunion Park Rotary Park Dunsmoor Park	Pavilion Pavilion Pavilions (x2) Pavilion Open Pavilion Plexi Front	Good Good Good Fair Fair/poor	Splash Pad area. Overlooking Lake Huron (picturesque) Washroom facilities in one. Dunsmoor Park has a newer washroom facility, as well as the large pavilion/hall referenced below and two stand alone pavilions. They are situated relatively close to one another, different vintages, and no design similarities.
Tiverton Armow Lucknow Geddes Park Dunsmoor Park TBC Connaught Park	Lions Hall Women's Institute Hall Barn Building Pavilion/Hall Lighthouse Ag Building	Fair Fair/Poor Good Poor Good Good Fair	Standard rectangular hall. Historic building with large exterior ramp for access – structural cracking Joint building with County – relatively new construction, foyer, and office. Structural decay. In need of stabilization or demolition for safety purposes. Pavilion and Hall with washrooms and kitchen facilities (currently leased) Historic lighthouse building & serves as a dominant feature along waterfront. Used for fall fair and leased to Gymnastics Club throughout the non-fair seasons. Recently upgraded full HVAC to include air-conditioning. Space adjacent gymnasium area used for storage. Spectator seating not accessible.

Note 1 - The Community Services Department is responsible for other facilities not included in this assessment including the Library building, Municipal Administration Building, Locum House, Medical Centre.

Note 2 – This assessment does not include any planned or recently completed upgrades or additions.

Davidson Centre Pavilion



Reunion Park



Rotary Park



Rotary Park



Dunsmoor Park



Dunsmoor Park



Dunsmoor Park



Dunsmoor Park



Connaught Park



Connaught Park



Connaught Park



Lighthouse



February 2024

Lions Hall



Geddes Park



Geddes Park



Armow Womens Inst.

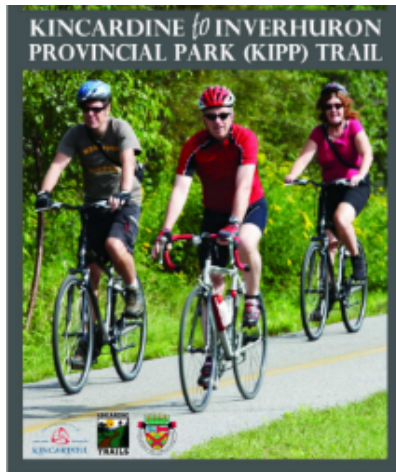


Tiverton Hall



TRAILS

In absence of a Trails Master Plan that would be an overarching plan for pedestrian trails, sidewalks, and motorized trails for snowmobiles and ATV's the Municipality has worked with the Kincardine Trail Association to maintain over 32km of trails throughout the municipality.



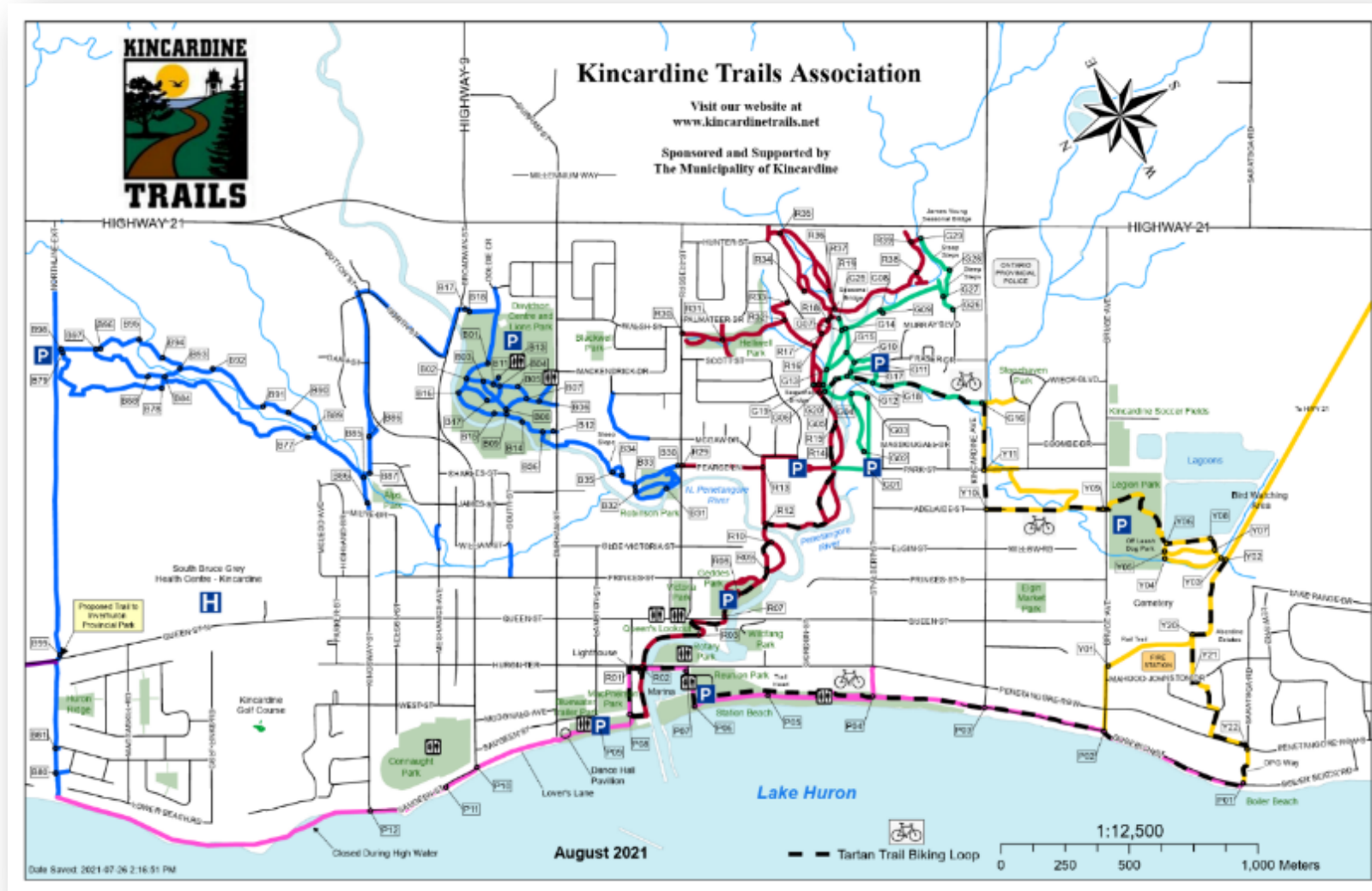
There are five main trails in the Municipality that are colour coded red, blue, pink, green and yellow trail in addition to the Kincardine to Inverhuron Provincial Park Trail and the Great Lakes Waterfront Trail

Kincardine Trail Association has many dedicated volunteers, and the Municipality has re-established relations with the Kincardine Trail Association to coordinate a maintenance plan, build public awareness among Kincardine residents and visitors, educate users on sustainable trails and most importantly reduce risks and liability for the volunteers through engagement and education.



February 2024

Trails Map





SECTION 3: OPERATING AND CAPITAL BUDGET ANALYSIS

1. Operating Budget Analysis
2. Capital Budget Analysis

OPERATING BUDGET ANALYSIS

The purpose of this section is to analyze how the Municipality's operating budgets are trending. The analysis comprises actual budgets from fiscal years 2020, 2021, 2022, and 2023. It is acknowledged that the 2020 fiscal year would contain distinct anomalies as this was the year that was most affected by the COVID-19 Pandemic.

Most municipalities that have been the subject of the analysis of MGA's work have shown a slight decrease in operating expenditures in 2020/21 due to the fixed cost of maintaining sport and recreation facilities. There was a further disproportionate reduction in revenues due to facility closures and program cancellations in 2020, and slower rates of returning to normal in 2021.

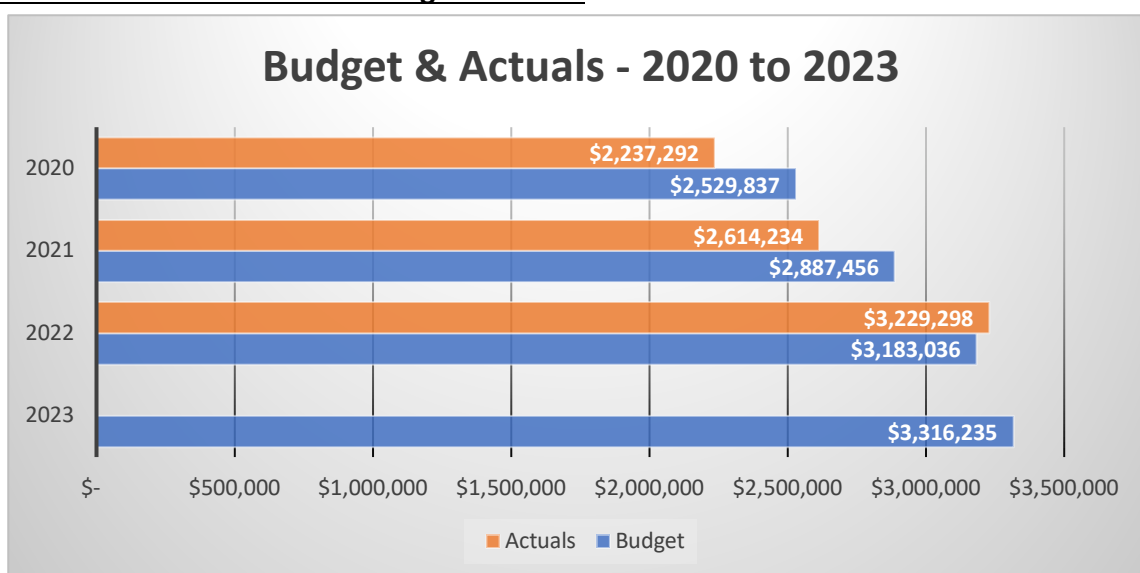
The Municipality has structured its Parks and Recreation Services in two accounts including (i) Parks and Facilities, and (ii) Community and Recreation Programs. The analysis will first look at these two main accounts.

Parks and Facilities

The parks and facilities budget comprises all park operations and maintenance including horticulture, as well as facility operations and maintenance including some corporate buildings such as Municipal Administration Building, Locum House (x2), Libraries, W.E. Thompson Public School, and the Community Medical Centre.

The annual budget, as expected, has increased year over year since 2020. The largest budget increase occurred in 2021 with an increase of 14% which is noticeably high. Responsibility for other corporate facilities were transferred to Community Services in 2022. The 2022 budget was an additional 10% over the previous year's budget, however the budget was overspent slightly by \$46,262. The 2023 budget represented a 4% increase which is more in line with inflationary values. There are some off-setting revenues associated with rent and user fees, however many individual cost centers do not have revenues.

Table 12 – Parks and Facilities Budget & Actual



Included in the Parks and Facilities Budget are the Davidson Centre (DC) Cost Centres. Each of the Davidson Centre cost centres have off-setting revenues, so the values illustrated in Table 13 are net budget values. Notwithstanding the smaller net tax levy actuals among the DC Health Club, Concession Lease, and Vending it is surprising that any of these cost centres are drawing on the tax levy as these areas should be contributing favourable to the Municipality. In the case of the DC Arena cost centre the 2022 actuals are trending favourable as ice use and associated fees are off-setting greater amounts of the operating cost of the ice pad. The gymnasium cost centre is also trending favourably as gym user fees are off setting the direct operating costs of the gym. The DC Rooms cost centre is trending unfavourably as there is an increasing impact on the net levy signalling decreasing utilization of the rooms and/or inadequate user fees to off-set increasing cost of operating these spaces.

Table 13 – Davidson Centre – Net Budget Analysis

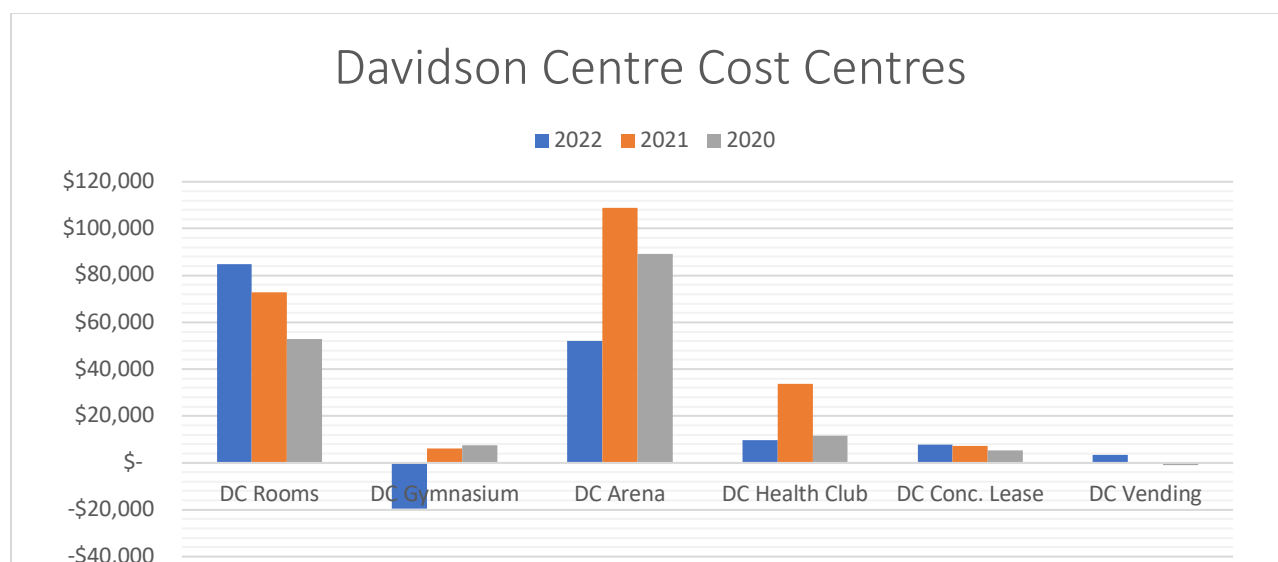
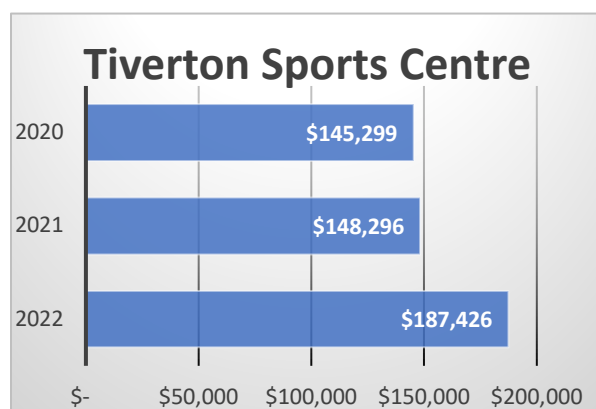


Table 14 – Tiverton Centre – Net Levy 2020 to 2022

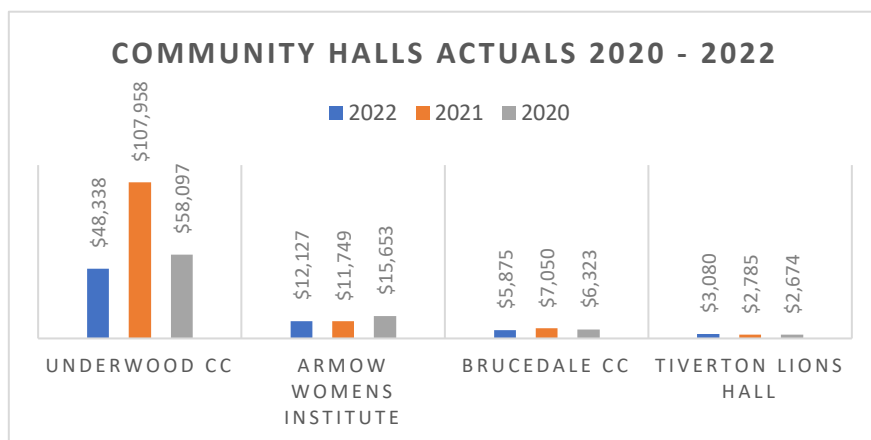
A further analysis of the Tiverton Sports Centre operating budget was also conducted. Closures of the ice pad and sport centre lead to an overall reduction in user fees from ice sports, as well as operating costs. The 2022 data represents a return to the new normal with operating costs and revenues increasing accordingly. Particularly noteworthy is the fact that the Tiverton ice pad has a low net tax levy impact compared to other municipal single pad operations.



In reviewing the Municipality's Community Halls, we note that there are no revenues associated with the Lion's Hall or Brucedale Community Hall. The total actual revenue associated with the other halls totalled \$5,468 in 2022 with a combined operating cost of \$74,888. The Municipality invested \$69,420 in operating its community halls in 2022.

Table 15 – Community Halls 2020 - 2022

The last major area to be analyzed within the existing cost centre structure were the playfields of Tiverton and Connaught Park. Revenues and expenses have been stable over the past three fiscal years. Connaught Park reported a decrease in salaries and materials and supplies allocated to this cost centre in 2020 which explains the variable in Table 16.



The playfields at Bruce Avenue Park do not have a separate cost centre and are included in the central parks' operation cost centre.

Table 16 – Community Sports Parks 2020 - 2022

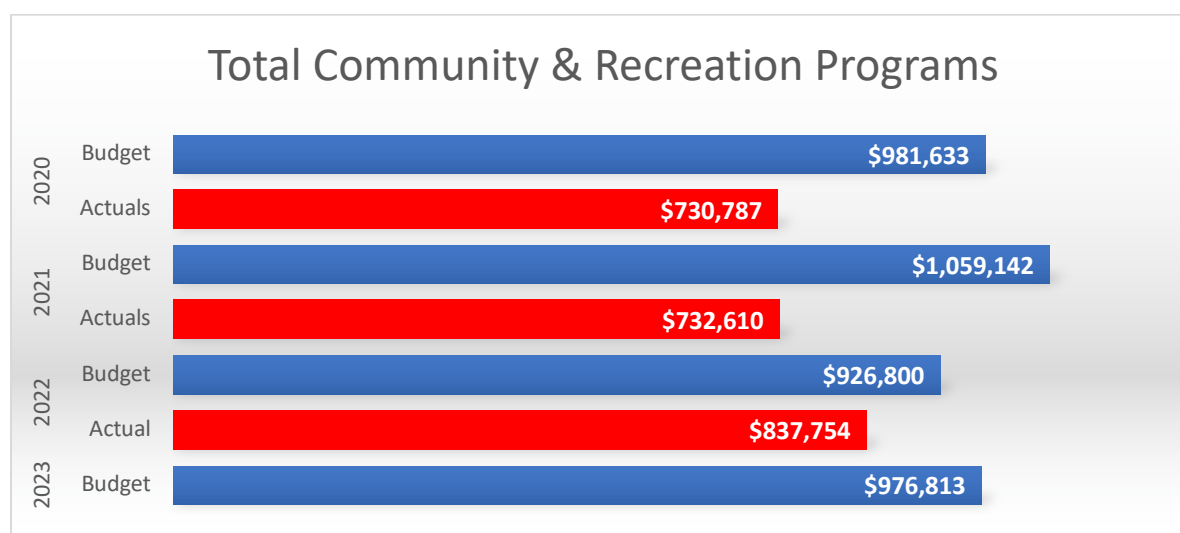


Community & Recreation Programs

The Community Recreation & Programs budget comprises all aquatic, sport, school break, gym, fitness, general interest, and leadership programs. This budget also contains the Marina Operations and General Administration for the Department.

The Community & Recreation Programs Budget has a consistent favourable impact on actuals versus annual budgets. This can suggest one of two possibilities. Firstly, it could represent a combination of in year expenditure reductions and/or increased revenues to reduce the tax levy impact. Alternatively, it could represent an over-stated budget. The more relevant trend is found in this budget's actuals. As illustrated in Table 17 there was minimal impact on the actual tax levy between 2020 and 2021. This would have been influenced by the Pandemic and may have been attributable to program cancellations wherein both staff cost, and corresponding program revenues may have netted out. Between 2021 and 2022 while the actuals remained under budget, there was a 14% increase in actuals from the previous years. Monitoring of actuals in 2023 will be important to get a better understanding of the net actual increases.

Table 17 – Community & Recreation Program Budget & Actuals 2020 to 2023



Further analysis was conducted on individual cost centres within the Community & Recreation Programs Budget. It is generally understood that there are certain cost centres that would never be expected to recover direct costs such as central administration, fee assistance programs, staff training. There is however a general expectation that most programs should be built around a cost recovery model. It is noted that the individual program cost centres do not have any expenses about space utilization or rental rate. As a result, the cost centres comprise only direct expenses to operate the programs. There was no cost centre that recovered the cost of operating programs let alone contributions to facility operations, promotion, or overhead.

Summary of Chart of Accounts

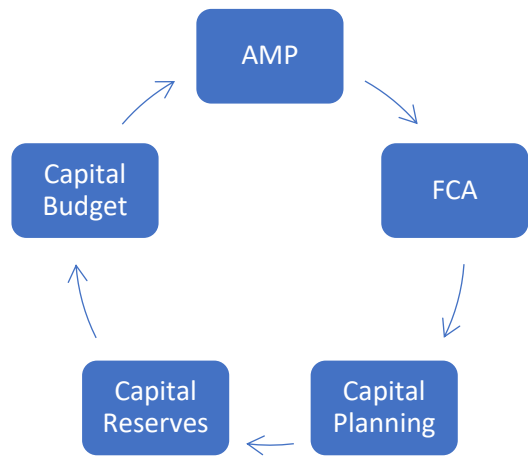
3614 CROSSING GUARDS	7146 D.C. MIXED REC VOLLEYBALL
7014 D.C. POOL	7147 D.C. SENIOR GAMES
7110 SPORTS WALL OF FAME	7148 D.C. YOUTH ARCHERY
7111 D.C. ADULT SWIM	7149 PICKLEBALL
7112 D.C. STAFF TRAINING	7161 D.C. SCHOOL BREAK PROGRAM
7114 D.C. CHILDREN'S LESSONS	7163 D.C. BABYSITTING
7116 D.C. KINDERGYM	7167 SUMMER DAY CAMP
7118 D.C. BRONZE & BRONZE CROSS	7185 D.C. FIRST AID/CPR
7119 AQUATIC WATER SAFETY	7190 D.C. NEW PROGRAMS (15 & older)
INSTRUCTOR(AWSI)	7191 DC NEW PROGRAMS (14 & under)
7121 D.C. INSTRUCTORS	7199 RECREATION GENERAL
7122 D.C. NATIONAL LIFEGUARD	ADMINISTRATION
7126 D.C. AQUA FIT	7200 REC FINANCIAL ASSISTANCE PROGRAM
7139 D.C. FITNESS BUNDLES	7460 KINCARDINE MARINA

Summary of Findings: Operating Budget Analysis

- The current cost centre structure is difficult to monitor or measure financial performance among different areas of operations.
- Year-over-year comparisons may be more difficult to assess given the changes in facility operations and maintenance because of the re-organization.
- The Davidson Centre operations are contained in a separate budget than the Davidson Centre Programming and Central Admin.
- There does not appear to be cost recovery formulas for programs offered at the Davidson Centre.
- Except for the arena and pool, cost centres at the Davidson Centre should be 100% cost recoverable.
- Revenues do not appear to be keeping pace with inflationary costs of operations in areas where user fees are charged.
- The Blue Water Trailer Park contributes favourably to offset the net levy by approximately \$30,000/year.
- Not all library expenses are being recovered by the County.
- Tiverton appears to have a number of community halls with low revenues.

CAPITAL BUDGET ANALYSIS

The purpose of the Capital Budget Analysis is to determine the extent to which the Municipality is prepared to address the repair, replacement, and revitalization of their existing assets. The are some fundamental qualifiers that determine effective capital budget processes.



Asset Management Plan (AMP)

The Municipality of Kincardine updated its Asset Management Plan (AMP) in 2022 to be aligned with the regulatory requirements of O. Reg. 588/17. The total replacement cost for all infrastructure assets owned by the Municipality is \$975 million. The annual lifecycle cost of assets is estimated at \$20.9 million, with current capital funding of \$9.7 million. The Municipality of Kincardine has an annual funding gap of \$11.2 million, meaning we should be investing \$11.2 million more each year on upgrading our existing infrastructure.⁸

Since 2013, The Municipality of Kincardine has been making significant progress in saving for the future through the Lifecycle Reserve Fund. This reserve fund was specifically established to hold funds that

Annual Lifecycle Reserve Fund Contributions



⁸ [KincardineAMP_Final \(08June2022\)](#)

will help pay for ongoing and future asset rehabilitation and replacement, with the aim of reducing the infrastructure deficit.⁹

The Municipality's Asset Management Plan provides an overall assessment of the general state of repair of the municipality's assets by major asset category. In the case of the Municipality's Parks and Recreation assets, this assessment was generally favourable. Illustrated below is an excerpt from the municipality's 2022 AMP that provides condition ratings of major infrastructure components on a scale of 1 to 5. In addition to the numerical rating, there is a colour rating that shows green as good, yellow as fair, and red as poor. The parks and recreation assets are in the 1 to 2 rating which is generally good.

7.0 Buildings 129

Table 7-6: Building Condition by Component

Building Type	Electrical	Mechanical	Structural	Single Asset	Interior	Roof	Shell	Sub-structure	Services	Average Condition
Airport					2.0	1.0	2.0	2.3	2.3	1.9
Arts Centre					2.0	1.4	2.0	1.6	2.0	1.8
Cemetery Building					2.0	2.5	2.0	2.3	2.5	2.3
Community Centre					1.9	1.6	1.9	2.1	1.9	1.9
Fire Station					3.0	2.0	3.0	3.0	2.0	2.6
Fish Cleaning Building					2.0	3.0	2.0	2.0	2.0	2.2
Groundwater Pump Station	3.0	3.0	2.3							2.8
Leachate Treatment Facility					1.0		1.0	1.0	1.3	1.1
Library					2.0	1.5	2.0	2.3	2.2	2.0
Lighthouse					2.0	2.0	2.0	2.0	2.7	2.1
Medical Clinic					2.0	3.0	2.0	2.0	2.0	2.2
Municipal Office					1.8	1.3	1.7	1.8	2.0	1.7
Office Building				4.2	2.7	2.3	2.7	2.5	2.2	2.8
Pavilion				2.1	2.6	2.6	2.6	1.8	1.6	2.2
Recreation Centre					1.9	1.3	1.8	1.5	2.1	1.7
Salt Shed				1.5						1.5
Sand Shed					3.3	3.0	3.3	2.8	2.8	3.1
Shed/ Storage Building				2.0	2.6	2.3	2.6	2.5	2.4	2.4
Washroom					1.9	2.0	1.9	1.8	2.0	1.9
Works Garage					1.7	2.4	1.7	1.8	2.1	2.0
Average Condition	3.0	3.0	2.3	2.5	2.1	2.1	2.1	2.1	2.1	2.1

MUNICIPALITY OF KINCARDINE
Asset Management Plan 2022

⁹ [The Municipality of Kincardine's 2024 Budget Guide](#) P 19 2024 Budget Guide

The annual lifecycle needs for parks and recreation services are not detailed in the AMP however, we estimate that 57% of the building assets are attributable to Recreation, 23.5% of equipment is attributable to parks and recreation, 4.8% of the fleet is attributable to parks and recreation, and 60% of park and yard improvement are attributable to parks and recreation. In general terms the annual lifecycle needs of parks and recreation services is estimated as follows:

Table 12-1: Contribution Towards Capital-related Needs and Lifecycle Target (2022\$)

Asset Category	Annual Lifecycle Cost	Current Capital Funding Capacity
Bridges & Culverts	1,894,801	
Roads	5,832,000	
Stormwater Mains	1,358,249	
Buildings	2,634,049	
Fleet	1,264,144	
Equipment	514,695	
Parks & Yard Improvements	1,097,148	
Total Tax Supported	14,389,687	\$,736,138

Asset Category	Annual Lifecycle Cost	% Attributable to Parks and Recreation ¹⁰	Annual Parks and Recreation Needs
Buildings	\$ 2,634,049	57%	\$1,501,407
Equipment	\$ 514,695	23.5%	\$ 120,953
Fleet	\$ 1,264,144	4.8%	\$ 60,697
Parks and Yard	\$ 1,097,148	60%	\$ 658,288

As the Municipality continues to increase its Lifecycle Reserve Fund to address the identified gap, the Parks and Recreation assets could consider requesting its proportionate share of the capital allocations noted above.

Facility Conditions Assessment (FCA)

Whilst the AMP offers insight into long-term planning for major capital assets. In most cases, municipalities need to conduct a more detailed “Facility Condition Assessment” to properly inform a longer-term capital program or forecast at a more defined level.

Facility Condition Assessments can either be conducted by qualified engineering firms that specialize in this area, or they can also be conducted by staff depending on the size and type of the asset. In either case, it is critical to determine the useful life of the significant asset component, determine its current age, and forecast the year that the component is likely to be repaired, revitalized, or replaced. A minimum of a 10-year forecast should be established for staff to prepare strategically for their emerging capital needs.

Example: The normal lifecycle of a playground structure is 10 – 12 years. This is assuming general wear and tear from regular use. As such, in any given 10-year capital budget forecast, there should be at least one playground replacement requirement. In the case where a municipality has 10 playground structures, there should be a playground replacement allocation for each year of the capital forecast. The allocation should also be adjusted annually for inflation to provide a better estimate of capital needs throughout the forecast. Regular maintenance, exposure to extreme weather, vandalism, utilization rates can all influence the actual life cycle resulting in the importance of annual monitoring and prioritization.

¹⁰ As per the Asset Management Plan

Capital Planning

The Department appears to use facility performance information to drive capital renewal. The current capital budget planning/lifecycle framework includes planning for facility component renewal by major category of Parks, Trails, and Facilities.

Table 18 below appears to reflect a shorter-term planning horizon employed by the Department relying more on short term assessed needs as opposed to a life cycle planning framework which would populate a full 10-year forecast. There are some examples of larger scale capital repairs being appropriately forecasted (Dasher Board replacement in the arenas and pool mechanicals.)

There does not appear to be a fulsome integration of AMP findings with the capital forecast. For example, the AMP identifies that the Track will reach its lifecycle in 8 years (2030) with a current replacement cost of \$254,000. As such the capital forecast should have a Track Replacement line item in 2030 with an inflation-adjusted amount. Alternatively, the AMP concludes that the dock system has approximately a 5-year remaining lifecycle. The 2022 replacement value was estimated at \$388,200 and the capital allocation is forecasted at \$500,000 in 2025. Accurate capital values are necessary for good financial planning over the forecasted time horizon.

A proactive facility conditions assessment regime (every 3 to 5 years) would prepare the municipality to address structural decay of its assets and determine the overall cost of rehabilitation of existing assets against the cost of replacement. The images below illustrate serious structural issues with the barn in Geddes Park. The foundation walls are cracking leading to unpredictable stability. The proximity of the barn to the entrance way of Geddes Park is of additional concern and risk to park visitors.



Table 18 - Facility Capital Forecast Planning Tool	Carry Fwd	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Community Services											
Parks & Facilities											
N Trails											
9172 MECHANICS FOOTPATH(19)	27,021										
9614 Red & Green 10KM Loop	80,000										
9615 Birchwood Public Walkway Improvements		20,000									
9628 Pedestrian Foot Bridges - Rehabilitation	107,010			125,000							
N006 Trail Expansion Project			75,000								
N007 In-Boulevard Multi-Use Path					1,400,000						
Total N Trails	214,031	20,000	75,000	125,000	1,400,000						
P Parks											
9609 Playground Equipment		60,000	65,000	70,000	75,000	80,000					
9610 25 - Park picnic tables		15,000	15,000	15,000	15,000	15,000					
9611 Buildings Review - Multiple Facilities		60,000									
9621 DC soccer field goal posts replacement		20,000									
9622 Connaught park - diamond 2 backstops		80,000									
9623 Connaught park - inground sprinklers (3 ball diamonds)		120,000									
9624 Station Beach - fence along marina		20,000									
9625 Waterfront Review	34,996		500,000	150,000	200,000						
9626 Station Beach - remodel, AODA upgrades		45,000									
9629 Connaught Park Upgrades	26,000										
9630 Huron Ridge Playground Equipment Replacement	55,000										

9632 Inground Garbage Receptacles		10,000									
9635 Station Beach - boardwalk design development		50,000	500,000								
9644 Victoria Park - new band shell design, consultation		25,000									
9652 bike racks, various parks		5,000	5,000	5,000	5,000	5,000	5,000				
9654 Beach access points - steps assessment		25,000	75,000	75,000	75,000	75,000	80,000				
9655 Bruce ave. soccer fields - players benches		10,000	10,000	10,000							
P011 Tiverton Ball Diamond Upgrades			100,000								
P020 Inground garbage receptacles			15,000	20,000	25,000						
P027 Connaught park - diamond 1 backstop			80,000								
P029 Connaught park - diamond 3 backstops				80,000							
P034 Victoria Park - new band shell design, consultation			300,000								
P042 A Dock Repairs				500,000							
Total P Parks	115,996	545,000	1,665,000	925,000	395,000	175,000	85,000				
R Facilities											
9020 MAC - key fob security system		20,000									
9030 Medical Clinic Conversion to Natural Gas	30,000	10,000									
9560 Medical Clinic - HVAC	30,000	30,000									
9561 Medical centre - centralized HVAC controls		20,000									
9562 Medical centre - replacement chairs		7,000									
9563 Medical Clinic - LED Lighting upgrade	6,000										
9564 Medical Centre - 1st floor repaint		40,000	40,000								
9572 Art gallery - roof replacement		200,000									
9574 Art gallery - Key fob security system		10,000									
9577 Upgrade D.C. Lighting to LED -Arena area	36,374										
9578 Dehumidification - Davidson Centre	55,000										

9579 North Dehumidifier DC		80,000									
9580 Ride on Floor scrubber		40,000									
9581 Conversion of Parks & Recreation Facilities to Natural Gas			40,000								
9586 DC Roof replacement (sec2,2.1,2.2,3,10)		225,000									
9587 DC Sound system replacement		40,000									
9588 HVAC Replacement - Davidson Centre	55,000		60,000								
9590 Davidson Centre Office Renovation Project					75,000						
9591 DC Building condition assessment		100,000									
9592 DC - Health Club flooring replacement		60,000									
9593 DC - Furniture Replacement		15,000	15,000	15,000	15,000	15,000	15,000				
9594 TSC - north dehumidifier		80,000									
9595 TSC - LED lighting retrofit (over ice only)		60,000									
9596 TSC- sound system replacement		40,000									
9597 Bruce Township Community Centre Kitchen Upgrades	15,000										
9598 HVAC Units - Tiverton Sports Centre	40,000	60,000									
9599 Dehumidifier - Tiverton Sports Centre	55,000										
9637 Kincardine Library - Carpet	28,000										
9638 Kincardine Library - Renovations	93,129										
9639 Tiverton Library - Ramp and Stairs		45,000									
9641 Lighthouse repainting		175,000									
9642 Lighthouse window replacement		10,000									
9646 Replacement of Lighthouse Stairs			130,000								
R006 MAC - Parking Lot				12,000							
R014 D.C. Parking Lot - Phase 2 Engineering				50,000	500,000						
R016 Upgrade Tiverton Sports Centre to LED				60,000							

R019 Tiverton Library - Accessible Front Door & Washroom			15,000								
R020 MAC - Carpet 2nd floor				40,000							
R021 MAC - LED lighting 2nd floor			20,000								
R022 Kincardine Library - Upgrade LED lighting			10,000								
R024 Armow WI - New furnace			7,000								
R026 Lighthouse - Natural Gas						10,000					
R028 Kincardine Library - Gas Conversion				35,000							
R032 Pool - Replace mechanical equipment					900,000						
R035 Davidson Centre Flooring and Dashers Replacement									2,000,000		
R036 Tiverton Sports Centre conditions assessment			25,000								
R037 Tiverton Sports Centre Flooring and Dashers replacement						1,400,000					
R043 DC - Low E ceiling			80,000								
R064 DC LED lighting conversion remainder of building			180,000								
R065 DC Pool LED lighting				40,000							
R066 DC roof EPDM replacement			700,000								
R067 Dc wall repairs and sealing				150,000							
R068 DC road sign LED replacement					40,000						
R069 DC over head door motorized operator				20,000							
R070 DC meeting room floor replacement			20,000								
Total R Facilities	443,503	1,367,000	1,342,000	422,000	1,530,000	1,425,000	15,000		2,000,000		
Total Parks & Facilities	773,530	1,932,000	3,082,000	1,472,000	3,325,000	1,600,000	100,000		2,000,000		
Total Community Services	773,530	1,932,000	3,082,000	1,472,000	3,325,000	1,600,000	100,000		2,000,000		
Total Parks & Facilities	773,530	1,932,000	3,082,000	1,472,000	3,325,000	1,600,000	100,000		2,000,000		

Capital Reserve Funds

The Municipality has numerous dedicated Reserve Funds that fund their capital requirements. There are 7 distinct reserve funds that are specific to funding specific areas of Parks and Recreation capital needs.

Table 19 – Reserve Funds – Parks and Recreation

THE CORPORATION OF THE MUNICIPALITY OF KINCARDINE			
<u>PROPOSED RESERVES & RESERVE FUNDS BALANCES</u>			
<u>Reserve Funds</u>	<u>Balance as of Jan 1, 2022</u>	<u>Net Change for the Year</u>	<u>Balance as of Dec 31st, 2022</u>
Kincardine Marina Launch Ramp	\$688.24	\$18.25	\$706.49
Municipal Facilities	\$223,908.45	\$5,934.41	\$229,842.86
Whitney Crawford Com Center RF	\$215,889.26	\$5,721.89	\$221,611.15
Rotary Dock Reserve Fund	\$21,790.36	\$577.52	\$22,367.88
Kinc. Arts Facility Reserve Fund	\$5,161.65	\$145.38	\$5,307.03
Marina Reserve Fund	\$195,222.22	(\$27,808.12)	\$167,414.10
Recreation Reserve Fund	\$306,277.51	\$58,768.96	\$365,046.47

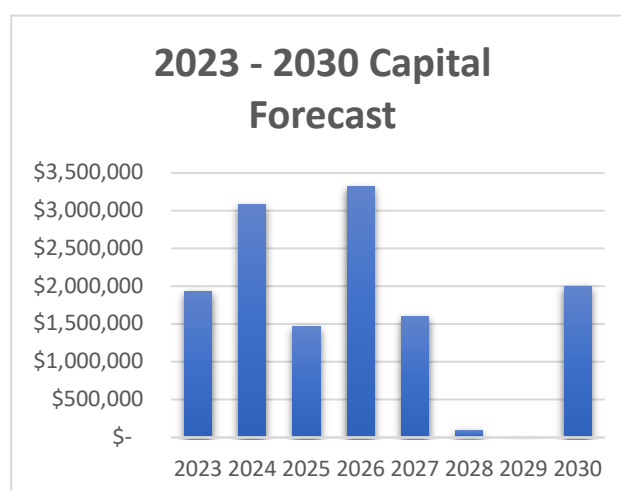
There are additional reserve funds, such as the Community Benefits Reserve Fund and the Lifecycle Reserve Fund which fund items in the Community Service Department and other departments.

There are also corporate wide obligatory reserve funds that the Department has access to including the Development Charges Reserve, Gas Tax Reserve, and Parkland Trust Reserve.

Capital Budget

Table 20 – Annual Capital Forecast 2023 - 2030

The Municipality has a well-structured capital budget accounting process. Capital requirements are funded from various reserve funds. We noted that there are 2 cost centres that budget a contribution to reserve funds including the DC Pool (\$50,000 annually), and the Marina. The Marina cost centre budgeted \$2,721 to transfer to reserves yet the actual contribution was \$47,719 causing the actuals to go well over budget. This pattern was evident in past budget years.



The annual capital budget forecast ranges from \$0 in 2029 to \$3,325,000 in 2026. This volatility could be moderated through better planning including phasing of large capital projects.

Summary of Findings: Capital Budget Analysis

- The Municipality has a well-structured capital reserve system to support the Departments capital requirements.
- The 2013 decision to address the capital funding shortfall between the Municipality's needs and its capital contributions is serving the Municipality well and should be maintained.
- The Capital Budget Forecast appears to take a more immediate or short-term requirement horizon.
- The Department will be better served through commissioning Facility Conditions Assessments inclusive of 10-year capital renewal items and corresponding values.
- The Department should integrate all capital detail from the AMP into its capital planning framework.
- Project phasing will lead to more consistent annual capital budget requirements.



SECTION 4: SERVICE DELIVERY

1. Community Services Organizational Implications and Opportunities
2. Recreation Programming
3. Community Partnerships
4. Fees and Charges
5. Events
6. Trends Affecting Programs and Events

COMMUNITY SERVICES ORGANIZATIONAL IMPACTS AND OPPORTUNITIES

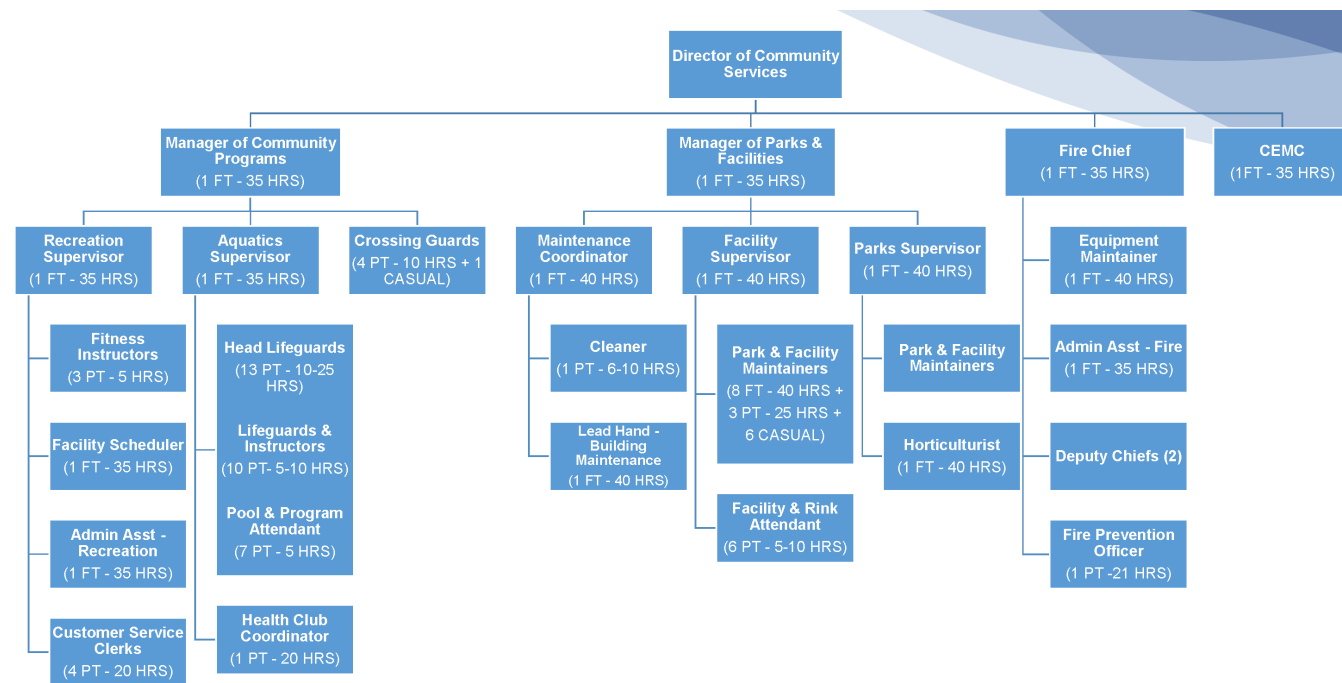
The Strategic Plan is intended to provide guidance on the planning of parks, facility development and redevelopment, partnership opportunities, cultural enhancements, as well as the delivery of services, programs, and events. It is to be a strategy for growth and the delivery of services that align with the Municipality's priorities while reflecting the varied needs and interests of the community. The plan is to be a priority – oriented document that will illustrate how to transform conceptual goals into realistic, achievable targets within the Municipality. Finally, it is to identify gaps and options for enhancement to facilities, parks, trails, community programs, services, and events.

To achieve the goals and objectives of the plan, the Community Services Department will need to have organizational capacity to maximize all human and financial resources. This will require a focus on short- and longer-term plans to continue to recruit, develop and retain staff in all functional areas, building on the existing strengths and capabilities of the current workforce. It is also imperative that staff work collectively with ongoing communication, shared priorities, and an intentional focus on 'team'.

Organizational Structure

A recently completed Organizational review within the Municipality of Kincardine departments and respective functions resulted in some services being shifted to the Community Services Department. There were several factors considered in this process including, but not limited to, the intent to 'right size' departments, focus on more strategic direction and add required technical expertise where appropriate.

The organizational chart is current as of January 2024.



Current efforts are underway to continue to build on the strengths and attributes of existing staff, while recruiting for vacant positions and aligning with the intended vision from the organizational review. The following outlines areas where additional discussion regarding staffing and efficiencies is warranted.

Organizational Observations

Events

Signature Events are hosted and managed overall by Strategic Initiatives. Other events offered by volunteer led community organizations are coordinated by Community Services. Resources and processes to manage the volume and complexity of events outstrips capacity. Many departments can be involved in the coordination and investment of time and resources to support events. Currently, municipally owned equipment needed for events but no revenue for rental, and no accounting for staff time to deliver, pick up, lost travel time etc. Some private sector service providers could be providing service.

Maintenance

Staff and the public identified lack of maintenance for indoor and outdoor facilities. Additional assets for Community Services after re-organization did not come with additional resources. Project management for large and small capital projects is time consuming for Supervisors.

Capital facility projects (Municipality led or volunteer led) have long term impact to ensure that they remain safe and, in a state-of-good repair over the life of the asset.

Administrative Coordination – Davidson Centre

Oversight between wet and dry programs (aquatics and land based) is managed by respective Supervisors; could be some sharing and/or efficiencies realized (hiring, training, payroll, facility scheduling, customer service etc.)

Due to workload and volume of customer needs, communication between Facility Scheduler and facility/park maintainers can break down leading to last minute changes.

Aquatics

The location of the pool and its adjacency to the Health Club historically resulted in a shared Supervisory role.

Aquatics staff (daytime) may have capacity to assist with other facility responsibilities when not directly involved in aquatic programs and/or maintenance duties.

Contributing to the overall organization and management of the facility between all staff and respective Supervisors could assist with enhanced customer services, use of space and improved efficiencies in processes.

Department Administration and Customer Service

Director needs Administrative Support – either at the Municipal Hall location or Davidson Centre location.

Visible presence at Davidson Centre for Community Services leadership could assist in public relations, engaging major user groups, sharing rationale for policy changes etc.

Committee and Volunteer support

Significant staff time to support groups looking for subsidies for events, overseeing the grant program and making direct requests to Council.

Business Continuity and Succession Planning

Ensuring business continuity and the ability to manage responsibilities in the case of staff turnover, retirement or long-term absence is important to ensure appropriate training, policies and procedures are available.

Summary of Findings: Organizational Structure

- At the time of this report, no staff had direct responsibility for Events (and/or volunteer management).
- No user fees are collected for provision of Municipal equipment (drop off, pick up).
- Resources for maintenance (indoor and outdoor, recreation and non-recreation) seemed strained.
- Annual capital projects consume significant time from Maintenance Supervisor and Management positions, taking away time to oversee day-to-day activities and train/mentor staff.
- Written standards for levels of service need to be updated with associated staff training.
- Council may not be fully aware of the ongoing operating costs (human and financial) to maintain facilities after they are built, including those provided through volunteer led initiatives.
- Workload for scheduling recreation, park and non-recreation facilities has very high volume.
- Implementing change within the community for new policies and procedures takes time and reinforcement through ongoing communication.
- Management at the Davidson Centre is spread among a variety of staff.
- Visibility of management and leadership staff at the Davidson Centre could be enhanced to assist with ongoing communication, supporting changes to processes etc.
- With new staff and changing responsibilities, ongoing training and mentoring provides a supportive environment.
- Support for the Grant program and staff time to manage direct requests to Council for funding consume significant staff time and can make the process challenging due to the historic and external influences that can arise.
- There may be a lack of awareness at the Council level on why some initiatives and projects are delayed due to staffing capacity (including previously completed plans and studies).
- Staff turnover can cause upheaval and loss of institutional knowledge.

RECREATION PROGRAMMING AND EVENTS

Recreation programming and events are cornerstones for a vibrant and healthy community. Programs offer numerous benefits to participants, families, and the community, including enhancing mental and physical wellbeing, combatting social isolation, and building civic engagement. Events and festivals draw tourists from across Ontario and abroad, contributing to the economy. At the local level, they support the development and engagement of community volunteerism, instill a sense of community pride, and can contribute to the recognition of the history and culture of the local area.

The Municipality of Kincardine Community Services department is responsible for the provision of recreation and related opportunities, as well as events. The purpose of this section of the report is to capture the breadth of programming and events and provide insights on how the Municipality can enhance recreational opportunities for everyone. The section includes:

- Introduction
- Municipal Programs
- Community Partnerships
- Events
- Trends impacting programming and events in the Municipality.

This section also draws on findings from other parts of this report including:

- Community Demographic Profile
- Facility Utilization Analysis
- Operating Budget Analysis
- Organizational Review

Programming

Municipalities play a central role in providing valuable recreation programs and facilities that both meet the needs of residents and enhance quality of life. Like most communities, the Municipality of Kincardine, Community Services Department, employs a multi-pronged approach to programming and events through both **direct** and **indirect** delivery. There are programs operated directly by the Municipality and a wide range of other programs and events delivered by community groups, non-profit organizations, regional government (libraries, public health) and the private sector. The Municipality supports these providers through access to municipal facilities, providing staff support, equipment, and in some cases financial assistance through reduced rental fees or grants. Volunteers play a significant role too, especially through service clubs and at the many events and festivals throughout the year.

Direct Delivery Programs

The Municipality offers a variety of programs, with a higher proportion of programs for children and older adults. The Health Club, arenas and pool cater to families, as well as adults who participate in self-directed activities (e.g. lane swim; public skate; weights/treadmill).

The Municipality offers both registered and drop-in programs. Registered programs include swim lessons and leadership courses, volleyball (youth and adult in 2023), archery, life-skill courses (e.g., babysitting), and school break camps. Program registration is generally strong, with a dip in registered program participation in the summer months. School break camps are at 100% capacity and demand continues to increase each year.

The higher proportion of drop-in programs, including landfit programs (adult and older adult), aquafit, pickleball, drop in gym and kindergym, huff and puff hockey and public skating and swims. These draw a significant number of participants throughout the year.

The department also reports on customer service inquiries. The large volume of calls highlights the importance of in-person customer service to Kincardine residents and visitors. Most inquiries are of a general nature, (e.g., when does registration happen, what programs are offered, or redirecting calls to individuals). These are vital to ensuring quality customer service throughout the municipality.

Table 21: Selected Program Statistics (Drop in and Registered) 2023

Program Type	Q1	Q2	Q3	Q4
Swim Lessons (registered)	82% capacity	90% capacity	66% capacity	78% capacity
Total Pool Visits	13,239	14,307	10,877	12,871
Total Health Club Visits	3,624	4,353	3,800	5,600
Landfit (Drop In)	398	394	271	548
Pickleball (Drop In)	901	862	352	1,788
Kindergym (Drop In)	821	223 (to May 13)	13 (resumed Sept 25)	377
Public Skate	1,798		362 (resumed Aug 8)	784
Facility Booking Permits	310	209	288	297
Customer Service Inquiries	15,062	11,100	13,902	11,169

The chart also shows that there are many booking permits for indoor hall/gymnasium use issued each quarter. In 2023, there were 488 permits (total) issued to 136 individuals or groups. This high usage is reflected in the facility utilization data:

Table 22: Typical Prime Time Weekly Usage – Indoor Space

Facility	% Prime Time+ booked weekly
Davidson Centre Gym	70%
Kincardine Hall	22%*
Underwood Hall	40%

+ Prime Time = weekdays 4 pm – 12 am and weekends 7 am to 12 am

*Kincardine Hall is busier during daytime (non-prime time hours) and seasonally on weekends for parties/events. Some municipal programming has been run during the evenings. The kitchen in the hall is now booked regularly for cooking classes during the evening.

In addition, other spaces in the Davidson Centre are highly utilized, such as the Miller Insurance New Seniors Room, which accommodates land-fit programs and many free programs for older adults. Many of the programs offered in the Seniors room are free.

The aquatic programming is well attended, though the programming in the pool is for the most part traditional. In addition to the cornerstone programs of lessons, lane swims and aquafit, there could be more programming in the pool, as has been done in the past. Emerging programs like introduction to paddleboard (done in partnership with local groups like Surfs Up or West Coast) or deep-water running could bring in new patrons. Teen-focused programs like junior lifeguard or a swim camp could also be added.

The Aquatic Supervisor is also responsible for the health club, which dates to when the health club was beside the pool. The recent addition of a Coordinator in the health club has helped monitor participation and offers new opportunities for programming, personal training and women's only session could help rebuild membership in the health club.

Programming in the arenas provides opportunities for family skates and older adult pick up hockey. There is an opportunity to enhance youth engagement by offering youth shinny or other youth-specific times for skating (Stick 'n Puck, dedicated youth skates). Accessibility is an issue in the Davidson Centre, but some programs (e.g., sensory skate, adapted aquatics, all abilities ball hockey) could be explored.

Community Feedback

There was significant feedback on programs during the in-person workshops, interviews, and the online survey. A few themes for consideration emerged:

- Accessibility of facilities (both indoor and outdoor)
- Lack of programs/activities for people with disabilities and for teens/youth
- More pickleball
- Desire for more wellness/fitness programs and activities, especially newer or emerging activity trends (cycling, disc golf, Pilates, Zumba)
- Affordability and Inclusivity
- Outdoor programming

Community Partnerships

Like other rural communities, community organizations and Service groups play a significant role in programming in the Municipality. These organizations add to the breadth and accessibility of programming in the community, and this requires a structured, consistent and equitable approach to ensure equity and for the maximum benefit for the community. This is done through ongoing evaluation and monitoring.

The sport organizations in the Municipality provide opportunities for children and youth to stay active and learn life skills through sport participation from introductory to advanced. A survey of the minor sport organizations and select community groups conducted as part of this master planning process showed that there is significant growth in some minor sports, such as baseball and gymnastics. In particular, the Kincardine Classics Gymnastics club has more than doubled its enrollment since 2019 and has the capacity to increase programming even more.

The Municipality has done a good job of updating user agreements and allocation policies within the last 18 months, but there are still challenges in some areas. The written policies are progressive and support equity and sustainability, but they are not yet being fully implemented. Historical allocation processes and fee structures will need to be changed over time to achieve maximum realignment and provide a responsive and equitable use of space. Consistently collecting participation rates and demographic information, including detailed gender-based data, will help justify space allocation decisions and ensure that established policies are effective.

The current agreement with the Bluewater School Board is out of date and currently under review. The Municipality does not use school space; however the Board uses the pool, ice and gym for school day programming as well as for tournaments. The current fee structure allows for free use of space during school time, but also for some tournaments. The review focuses on enhanced access to school space for appropriate programming, along with an updated, more equitable fee structure.

Fees and Charges

Facility fees and charges are at par or slightly lower than comparable municipalities. Municipal program fees are also in line with other municipalities, with a few exceptions. In particular, the cost for the adult volleyball does not seem to align with other fees and charges.

Summary of Findings: Programming

- The municipality's programs are well attended. In the case of the summer camp, there is very high demand. However, space and staffing are limiting the municipality's ability to expand the camp offerings. Indoor space is at a premium, especially as the arena floor is not available for indoor programming once the ice goes in. This is especially true for the children's summer camp program, where demand continues to increase. The municipality could explore options (for example, swim camp) that could increase opportunities for children to participate. Space allocation will continue to be a challenge for camps unless more indoor space (perhaps in schools) is available. The Gymnastics Club has indicated its ability to offer summer camp with the newly installed air conditioning, however improved and extended facility access is needed.
- There could be more flexibility in the use of space, especially in the Davidson Centre. The New Seniors' Room and the room used by the snooker group, as examples, could be used for a variety of activities, but there is resistance from the primary user groups to changing the allocations or in the case of the snooker group, paying a reasonable fee for use. Finding the right balance and opportunities for incremental change can help maximize space user over time while driving revenue.
- Many groups do not pay any user fees for meeting spaces, due to historical agreements. This significantly restricts the time available for rentals and reduces the revenue associated with all rentals.
- Throughout consultations, there was a desire for more programming for teens and people with disabilities. Adding programs (drop in or registered) such as sensory-friendly skate, adapted/inclusive arts programming, aqua-doge ball for teens or youth shinny can enhance equity. Note that there are some challenges with the existing infrastructure that need to be addressed to improve overall accessibility.
- The large number of customer service calls is an indicator of the importance of having a dedicated staff resource. They are the first point of contact for residents/visitors, both on the phone and in person at the Davidson Centre and are available outside of regular business hours. This is vital for good customer service. This could be enhanced with updates to the website and online registration system. Tracking service calls by type will help identify where these enhanced communications would benefit the municipality and the residents. It should be noted that the customer service team performs a wide variety of other tasks that support programming and operations. Having a physical customer service presence at the Davidson Centre was noted as a key resource for persons with accessibility challenges.

- The municipality does a good job of training staff (e.g. HIGH FIVE for children's camp programs), but there is an opportunity to increase training and quality assurance over time by training all staff in HIGH FIVE (children and older adult program staff). In addition, as seen in many municipalities, there is a need for increased qualifications in behaviour management in camp programs. This can help with staff retention and satisfaction as well as improving the experience for program participants.
- Like many municipalities, Kincardine is faced with the challenge of historical space allocation and entitlements that means that prime time space rentals are often given historically rather than based on current or emerging needs. In addition, having more space for municipal programs or new rentals could open new revenue streams. The current allocation policy and fee structure is strong but is not being implemented effectively. Managing change over time will help groups adjust to new schedules and fees.
- Collecting participation data and establishing key performance indicators for community partner programs (including sport leagues) can help reinforce the rationale for decisions on space allocation and fee structures.
- One of the fastest growing partners is Kincardine Klassics Gymnastics Club. They have invested in many upgrades to the Pavilion in Connaught Park. The annual requirement to remove all equipment for the annual Fall Fair continues to be challenging consuming human and financial resources and adding undue wear and tear on the specialized gymnastic equipment.
- Accessibility and affordability were recurring concerns in the citizen survey. Using a set of principles for programming and events can help mitigate some issues and ongoing facility upgrades will continue to improve the physical accessibility of municipal spaces. The Municipality does have a fund to help remove financial barriers to participation. There are additional ways to remove or reduce financial barriers that can be considered by the Municipality. In one model, cost recovery is based on 80% attendance, with the other 20% available for low-income families. Another common practice is to apply revenue from programs that make money and use that revenue to apply to free or highly subsidized programs. Employing methods that avoid stigmatizing families is preferred.
- A review of program fees with a defined cost-recovery model may yield opportunities to gain more revenue for specific programs like the volleyball league. This will require a fulsome review of cost allocation and given their split of facility and park staff, it may be hard to do accurately. Working with finance staff will be key to ensuring that the data is accurate and ongoing monitoring is done consistently so increases in fees to the user can be rationalized.
- Revisiting the agreement with the school board could help enhance community access to space and allow the municipality to have additional revenue from rentals and/or programs in the municipal spaces.

- The current arrangement with the school board is not a true reciprocal agreement. Exploring options to have programs in the school space could increase access to programs.
- There have been significant changes over the past 18 months and ongoing, consistent engagement with volunteers and user groups and the community at large will be essential to ensure the success of any future changes or enhancements.

EVENTS

Kincardine is home to many special events throughout the year. Annual events like Kincardine Scottish Festival & Highland Games, Fall Fairs in Kincardine and Tiverton and several music and arts festivals bring significant tourist revenue to the municipality and build community engagement and pride. There are also many events geared more towards the residents throughout the Municipality.

Signature Events (Strategic Initiatives and Community Services)

Strategic Initiatives Led Events	Community Services Led Events
Cruise Night Pipe Band Saturday Massed Bands Marine Event Phantom Piper	Canada Day (joint) Summer Sing Along Seniors Games (local and regional) Longest Day of Play (supported by Region)

Markets in the Park will be operated by the BIA in 2024. In addition, there are many more events offered through the BIA and other community groups. It falls to Community Services to process these applications and coordinate resources (staffing and equipment across departments) for these.

In 2023, the Community Services department received and approved 50 special event permits from May to September. Some of these, such as the Farmer's Market, included several dates. The current Events policy dates from 2015 and was created when events were under the auspices of the Clerk's Department. While the Policy has not yet been updated, Community Services have updated the process and created new application forms. As part of a recent Reorganizational Review, adjustments between Department responsibilities changed in some areas, and events were moved to Community Services. Since that time, staff have found that the volume of events and staff time to coordinate has created an increase in workload, although no additional staff dedicated to events were allocated. In addition to the staff time to coordinate internally, the municipality also provides equipment and amenities such as picnic tables free of charge and use of parks and facilities staff time to deliver and/or set-up.

Volunteers play an integral role in both events and programs and the updated Volunteer Management Policy (2023) provides an excellent procedure and good risk management framework. Additional volunteer recognition can help enhance the profile of volunteerism in the

community. Given the reliance on volunteers to assist with operating and supporting programs and events, ongoing engagement and strong communication with stakeholders is needed. For example, the public understanding of why the Trails Committee mandate changed was not well understood leading to miscommunication and bad vibes from the community. The move to be expeditious with new leadership in Community Services over the last year and one half is commendable, but the pace of change may be too aggressive for the public.

Summary of Findings: Events

- Responsibility for many Events was transferred to the Community Services Department after the Departmental reorganization and has had a significant impact on human resources and on wear-and-tear on equipment. As noted in the organizational review, resources, and processes to manage the volume and complexity of events outstrips current capacity.
- While the new Event process and application form has been recently updated, the Event Policy (2015) requires an update and a review and categorization on types of events, level of support, expectations for all parties, risk assignment etc. Consider charging for use of equipment such as picnic tables, fencing, etc.
- Tracking expenses, human resource allocation and equipment depreciation and reporting this regularly to Council will provide data and rationale to continue to update the current policies and procedures.
- Select Special events are a strong driver for tourism in the Municipality and need to be resourced, so they are sustainable.
- Policies and procedures related to special events should be updated to reflect the current departmental structure and level of support the Municipality can provide.
- The facility booking and event application are separate forms, which can increase the administrative burden. Aligning the two forms into one application could be helpful for applicants and processing.
- Volunteer coordination will remain an important part of events throughout the community and effort could be made to track and support volunteer engagement, such as through a database and volunteer awards (in addition to existing Chamber awards).
- Monitoring volunteer participation will be critical as existing volunteers' age, interests and time constraints evolve and younger community members opt for other ways to use their discretionary time.

TRENDS AFFECTING PROGRAMS AND EVENTS

Participation by Women and Girls

It's well documented that women and girls participate less frequently in organized sport and recreation. The Canadian Fitness and Lifestyle Research Institute (CFLRI) found that while 36% of adult men participate in sport, only 19% of women do so. The 2022 Canadian Women & Sport Rally Report found that by adolescence, half of girls are not participating in sports. Participation continues to drop off at the age of 18. Overall, men (62%) were more likely to have participated in sports than women (49%).

In addition, women and girls living in rural communities face additional barriers to participation. Transportation, lack of available access to facilities in prime time and lack of coaches and leaders are just some of the barriers found in many rural municipalities. (Warner-Smith and Brown, 2002; Smith et al., 2008)

Considerations for Municipality of Kincardine: Equitable access to facilities for girls and women should be considered in the facility allocation process. More detailed tracking by gender by activity and age cohort will continue to be a growing trend across all communities. Staff should track their own participation rates in municipality led programs and encourage user groups to track data through the permitting or annual user meeting process,

Physical Inactivity

Globally, physical inactivity is the 4th leading risk factor for mortality¹¹ It is also costly, in terms of increased health care costs from chronic diseases and from loss of productivity due to illness. In Canada, according to ParticipACTION only 28% of kids and teens (ages 5-17) are getting the recommended amount of physical activity.³ The Canadian Society for Exercise Physiology recommends that children and youth get an average of 60 minutes of physical activity per day, and 150 minutes per week for adults and screen time and other sedentary behaviours should be limited.

Considerations for Municipality of Kincardine: The Municipality has a good mix of programming for most age groups, but stakeholder engagement underlined the need for more programming for youth/teens, as well as expanded fitness and sport opportunities for adults (Pilates, disc golf, etc.). Support for volunteer led activities such as pickleball should be encouraged to lessen the staff role while providing an activity for adults and older adults.

¹¹ World Health Organization. Indicator Metadata Registry List – Physical Inactivity. Accessed February 2024. <https://www.who.int/data/gho/indicator-metadata-registry/imr-details/3416>

Inclusion and Affordability

Recreation has benefits for individuals, communities, and our built and natural environments. However, not everyone is realizing those benefits because of barriers to participation. Inclusion and access should be cornerstones for municipal recreation as it is a publicly-funded service. There are many equity seeking groups, and each municipality needs to conduct the research to understand the specific barriers to participation and how to address them. Tools like the Affordable Access to Recreation Framework and Implementation Guide (Parks and Recreation Ontario), can help a municipality address systemic barriers. In addition to financial barriers, there are groups that feel excluded from programs and events because of sexual orientation, race, gender identity. There should be concerted effort made to ensure all spaces, events and programs are welcoming of diversity.

Considerations for the Municipality of Kincardine: The citizen survey highlighted the desire for more inclusive events that are welcoming of diversity – and that are physically accessible for more residents and visitors. As well, the rising cost of living has some worried about affordability. There were specific comments regarding more flexible membership options for the health club and other drop-in activities. Partnerships are also key for smaller municipalities to help remove barriers to participation. The Municipality should continue to work with partners to remove barriers to participation. Safe spaces for all were also identified as a growing need during the public engagement sessions. Steps like inclusive signage, gender-neutral washrooms and educating staff on inclusive language can help build inclusive spaces.

Emerging Activities and Unstructured, Self-Directed Activities

The COVID-19 pandemic necessitated major changes in recreation and parks service delivery. It also altered people's attitudes and behaviours, some of which are still having an impact on service delivery today. Most notably, people discovered their local parks where they could be active in a safe, outdoor environment. This led to a rise in unstructured recreation, which continues to grow in popularity.

Technology, working from home and a shift to compressed work week are also more prevalent now and have an impact on how and when recreation is delivered in the community. With changing work schedules, people are looking for programming and self-directed recreational opportunities throughout, not just the traditional before and after work time slots.

Finally, the variety of activities has grown over the past decade, with activities like pickleball and facilities like off-leash dog parks and skate parks becoming commonplace. At the same time, national statistics show that registration in traditional team sports such as hockey is on a decline in many communities.

Considerations for the Municipality of Kincardine: The Municipality has a good supply of outdoor areas for unstructured recreation. There is an opportunity to do more year-round outdoor programming (which also frees up indoor space). Monitoring sport participation rates and collecting data annually can help the municipality plan and adjust facility allocation and programming to meet changing needs. Ensuring available support amenities (washrooms, parking, rest areas) will be needed to meet the growing interest in year-round outdoor access to recreation opportunities.

Program/Facilities Planning

For many years, municipalities have centralized park and recreation facilities, co-locating a range of amenities and services into a single destination. These larger sites benefit from economies of scale, with potential savings in operational costs and capital expenditures. The benefits also include higher visibility, promoting sport tourism, and offering enhanced customer service through the single access venue. In many cases, these types of facilities are situated on underutilized lands outside the core municipal population areas or in planned new growth-related development, with the aim of serving a wide geographic area, potentially reducing neighbourhood/local area level presence and roles (e.g., consolidated sports field parks).

Considerations for the Municipality of Kincardine: The Municipality needs to consider areas where they could consolidate indoor and outdoor facilities to meet current and future demand and provide the right amenities for the sport field parks and supporting indoor amenities.



SECTION 5: COMMUNITY ENGAGEMENT

1. Community Engagement Summary
2. Sport User Group Survey
3. Additional Conversations with Community Leaders
4. Online Community Engagement Survey

COMMUNITY ENGAGEMENT SUMMARY

The engagement approach for the Municipality of Kincardine was robust and developed purposefully. It included a mix of engagement strategies to generate a broad base of input. This included personal interviews with staff and Council, focus groups with key stakeholders, two community workshops, a high school workshop, and discussions with representatives of key community organizations.

Interviews

- 3 interviews were conducted with Members of Council in addition to several Councilors participating in the two community workshops.
- 10 staff interviews and smaller focus groups.
- Accessibility Advisory Committee

Focus Groups with Key Stakeholders

- 6 Focus Groups Conducted with Community Organizations or Committee's.

Community Workshop

- 2 community, in person engagements at the Davidson Centre with over 150 people attending in total.

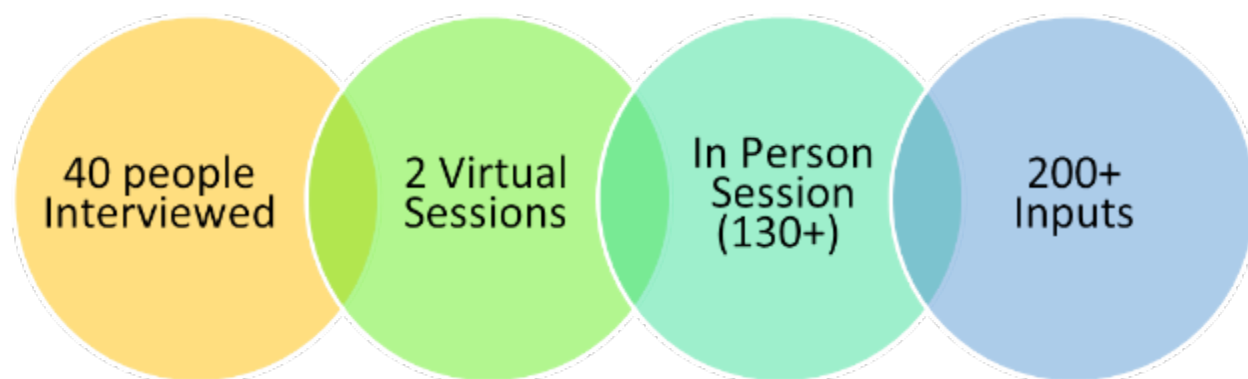
Virtual Community Workshop

- 2 virtual engagements.

High School Workshop

- Grade 10 Class workshop.

Over 300 people were engaged during the Phase 1 engagement process.



During the Community and the High School Workshops the participants were asked to complete a SOAR (Strength, Opportunities, Aspirations and Results) exercise that resulted in a significant number of inputs as participants responded to the four sections and were prompted to add their thoughts based upon robust table discussions. The feedback was then grouped into a two-page visual summary document that was used in the second workshop to help gain insights on priorities for the community.



The focus of the second workshop was to gather input from participants on priorities, based on the feedback received during the first workshop. Using theme headings, workshop attendees participated in a ‘dotmocracy’ exercise to visually note their thoughts on large wall charts. Some individuals completed individual feedback sheets that were also available to each participant. All results were tabulated.

Examples of the top priorities (not in order) were:

Financial Sustainability/Revenue sources

- The council could support development locally –increase tax base through new development.
- Selling off underutilized/surplus municipal assets.
- Repurposing existing facilities where it is financially viable.

Equity, Inclusion & Accessibility

All amenities could be improved to ensure full accessibility, especially in the core parks and access routes.

- Replace the boardwalk to ensure accessibility.
- Fully accessible playground

Beach/Waterfront/Pier

- Opportunity to improve beach/pier safety.

Outdoor Facilities & Improvement

- Public washrooms needed year-round on popular walking routes, including Inverhuron.
- Provision of new outdoor amenities including pickleball, disc golf, outdoor rink, fitness equipment.

Parks

- Upgrade for shelter and bandstand, permanent performance space with seating.

Trails Management

- Need to initiate a trail strategy and re-engage with trail volunteer corps.
- Trail connections needed in new development areas.

Volunteers

- Loss of volunteers needs to be revisited (Trails Advisory Committee in particular), and a proactive approach to working with volunteers including regular communication mechanisms.

Davidson Centre

- Future development of a new arena and pool complex

Indoor Facilities

- Proactively maintain facilities before they get into “end of life” state of disrepair.
- Interest in indoor sports facilities

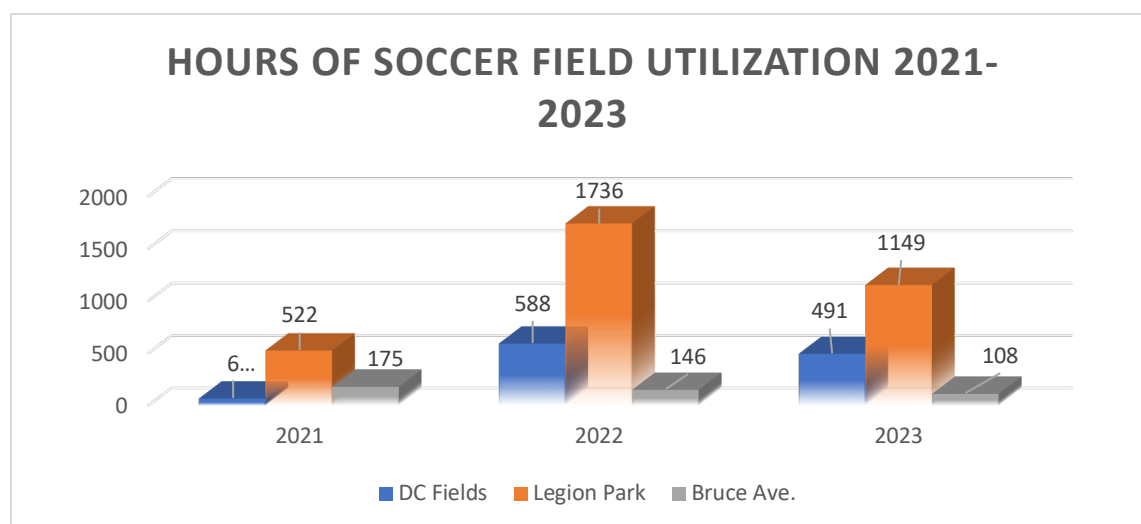
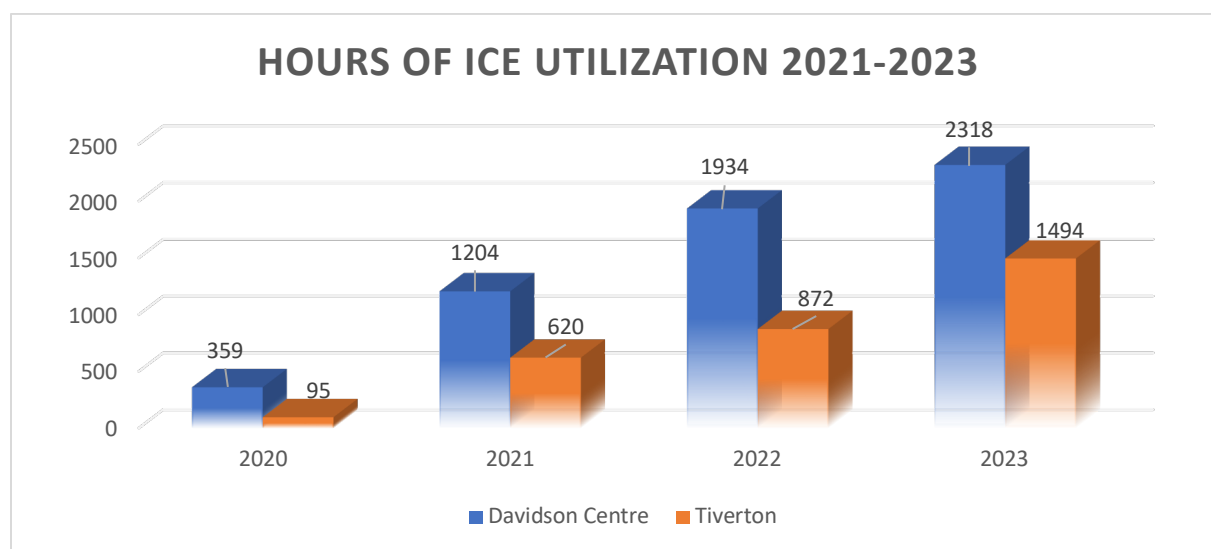
At the community workshop and the high school workshop the priorities that they thought were NOT necessary included (not in order):

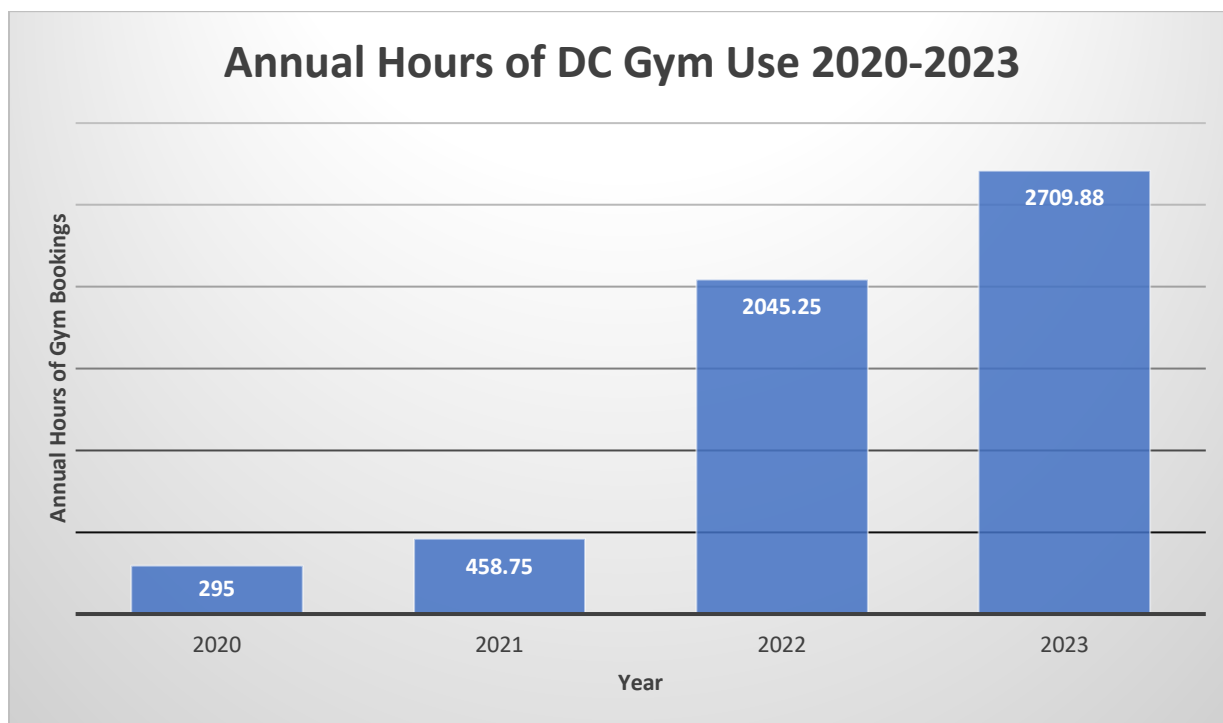
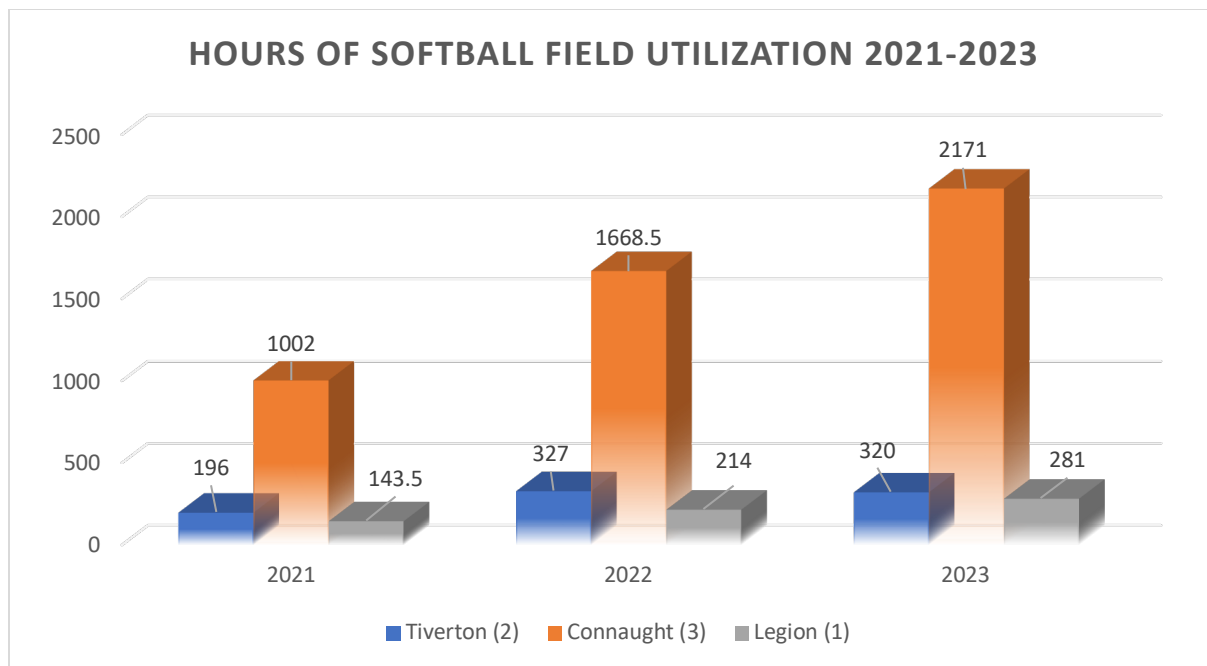
- Development of existing public spaces, even if underutilized, should be developed (i.e., Connaught Park)
- Support from the Municipality for historic buildings, i.e., the Old Post Office, should be saved.
- Investigate repurposing Bluewater Campground
- Build nice condos in strategic locations (not too high)

Sport User Survey

Many of the sport users were present at the community workshops. Additionally, a survey was sent to them to share information about their organizations and membership numbers. The purpose of the survey was to assess trends in minor sport in the Municipality of Kincardine and get direct feedback from the user groups on their needs and to help inform recommendations on facility allocations in the future. The survey was sent to sport groups that use the Municipality's amenities in parks, outdoor facilities, and indoor facilities. We received responses for all groups we approached: Kincardine's Lawn Bowling, minor Baseball, minor Soccer, minor Hockey, Skating and Gymnastics.

The following charts illustrate how playfields and ice utilization is trending over time. We note that 2020 was the year most impacted by closures due to Covid-19 restrictions.





	Kincardine Klassics Gymnastics
Membership #:	
2019	437
2022	836
2023	1060
Are you anticipating an increase/decrease in enrollment for 2024?	Increase
In what year did you have your biggest enrollment?	The current year, 2023
How many/ percentage registrants are from Municipality of Kincardine?	I do not have the exact split, but the majority are Kincardine with some from Huron Kinloss. 75/25 Is an estimate
Do you have adequate ice, sport fields allocation to meet your programming needs? If no, how much more time would you require to meet demand?	Demand is typically greater than the amount of programming that can be offered. Year-round use of the pavilion would allow an increase in summer programming/day camp Air conditioning was installed in 2023 with a goal of increasing summer use.
Share how your organization is using prime and not prime hours to accommodate your needs. Are there ways to make the allocation process more equitable and efficient?	There are preschool classes held during school hours. Registration is online. It is more efficient than past ways. It is first come first serve with waitlisting.
Are the rates being charged comparable to your neighbouring communities?	Yes.
Does your organization have the capacity to support infrastructure investments (new facilities or upgrading current)?	Yes, we have invested into the building in the past and recently and are willing to invest in future upgrading.
Does your organization have a stable and adequate roster of coaches/ leaders and Board Members?	Yes.
Is there any way the Municipality of Kincardine could assist your organization?	Help us to attain year -round use of a building
Do you have any other comments you would like to share?	Set down of the gymnastics equipment is very time consuming and many items are heavy and awkward. It uses up money that would be better spent elsewhere. It causes unnecessary wear and tear on the equipment which is quite expensive to replace. Liability is an issue.

	Kincardine Minor Hockey Association	Kincardine Skating Club
Membership #s	These are approx. numbers.	
2019	513	107
2022	566	184
2023	603	144
Are you anticipating an increase/ decrease in enrollment for 2024?	Increase	Stay the same, potentially increase
In what year did you have your biggest enrollment?	2023	2021-2022
How many/ percentage registrants are from Municipality of Kincardine?	90% We have a small # from Huron Kinloss	95% Registrants from Kincardine
Do you have adequate ice, sport fields allocation to meet your programming needs? If no, how much more time would you require to meet demand?	No. This year we had to turn away players. We could not accommodate ice for additional teams. Which in turn forced those players to attempt to find space with an outside organization in a different town. This is especially upsetting for our Tykes who are just starting out and are looking for familiar faces. Or our players who are in their last few years of minor hockey wanting to finish in their hometown.	Our weekly ice time is shorter than we would need. We require a minimum of 2 more hours of ice time/week to meet our demand and grow our program.
Share how your organization is using prime and not prime hours to accommodate your needs. Are there ways to make the allocation process more equitable and efficient?	We are using all the time we can get both prime and not prime time. Many of our teams are using 7am ice on weekdays. Only works for older teams as parents of younger players cannot accommodate with their work schedules.	We use ticket ice time, to get extra practice that our skaters due to being short 2 hours of ice per week. The time is not ideal as it is usually 7am in the morning. People have work/school to get to.
Are the rates being charged comparable to your neighbouring communities?	We are slightly higher. We are given a lower, non-resident rate in a neighboring community when we need extra ice.	We are charged higher rates compared to some communities around us. Ripley ice is cheaper.

	Kincardine Minor Hockey Association	Kincardine Skating Club
Does your organization have the capacity to support infrastructure investments (new facilities or upgrading current)?	Financially, we are a non-profit. Our income directly covers what our costs are.	We don't have the capacity to support infrastructure investments. We are a non-profit organization. We rely on registration fees, fundraising and grants to keep our program running.
Does your organization have a stable and adequate roster of coaches/ leaders and Board Members?	Yes – We have a committee of 15, as well as additional volunteers for tournament committees. That does not include coaching and on ice staff.	We have a stable coaching roster. We have board members, which is unstable as there are very few parents/adults who volunteer to work on the board.
Is there any way the Municipality of Kincardine could assist your organization?	The community investment grant has been lowered significantly and that was a major factor in keeping our registration rates down.	-Lower ice costs to keep our registration fees lower for skaters. -A weekday instead of weekend ice (we lose a lot of ice time due to hockey tournaments on weekends). -If weekend ice is only option for our third day, Sunday instead of Saturday morning ice -as Friday/Saturday ice is very close together. -Kincardine ice for all 3 sessions (less troubles in Kincardine with music, help is more readily available), closer location for our skaters especially in the winter.
Do you have any other comments you would like to share?	We need another ice pad. Our organization is steadily growing. Hockey is huge in Grey and Bruce and many organizations are struggling with the demand for more hockey. That does not include any time for public or other user groups. Another pad would help surrounding communities as well.	

	Kincardine Lawn Bowling	Kincardine & District Minor Soccer Club	Kincardine Minor Baseball
Membership #s			
2019	18	596	226
2022		787	310
2023	11	864	384
Are you anticipating an increase/ decrease in enrollment for 2024?	SAME	We are planning for roughly the same as last year, but maybe average the last 2 years together is our expectation.	Increase
In what year did you have your biggest enrollment?	Not Known – Existed for 100 years	2023	2023
How many/ percentage registrants are from Municipality of Kincardine?	100%	99%	85%
Do you have adequate ice, sport fields allocation to meet your programming needs? If no, how much more time would you require to meet demand?	Yes, bowling green is maintained by membership	We only play and practice currently on weeknights, so we are running into scheduling issues for field availability. Rescheduling a game usually causes the cancellation of something else. The solution to this isn't time for us, it is usable fields increase during the times we are offering our programming.	We make do with the fields we are given however there is significant room for improvement. For example, the Tiverton infields are gravel. The older teams cannot slide on them without risking significant injury and the younger players get hit with rocks when a ball hits the gravel. Also- it is not well maintained overall (e.g. Grass growing in the infield). Legion Park, is not very well maintained.
Share how your organization is using prime and not prime hours to accommodate your needs. Are there ways to make the allocation process more equitable and efficient?	Used Mon & Thurs, 7pm-9pm Jun-Sept	We don't really have the concept of Prime vs. Not Prime hours. All our coaches are parent volunteers who work and have jobs, so we are mainly limited to weeknight times for all. We don't have scheduled programming on the weekends. Most families will use weekends for personal time over the summer, but coaches are free to use	We are using our prime and not prime hours for practices and games. With registration significantly increasing annually we only have so much reasonable prime time available.

	Kincardine Lawn Bowling	Kincardine & District Minor Soccer Club	Kincardine Minor Baseball
		weekend times if the parents of the teams agree but that is rarely happening.	
Are the rates being charged comparable to your neighbouring communities?		We are an all-volunteer board and don't have the capacity or resources to be polling other towns for their rates. We do hear anecdotal information and updates from our partners in the Municipality of Kincardine that offer their research information when we meet with them several times a year.	Yes.
Does your organization have the capacity to support infrastructure investments (new facilities or upgrading current)?		All our funds come from player registration fees. In the past we have raised money to contribute to infrastructure projects: Concession stand on Bruce Ave and the lights on the Bruce Ave field, but most of our limited funding focuses on items to run the season (paint machines, backstop nets, etc.)	We are unsure how feasible this would be; however, we would be interested in exploring this option further.
Does your organization have a stable and adequate roster of coaches/ leaders and Board Members?		We are an all-volunteer board with positions that are 2-year terms. We are not a fully staffed organization across all the needed positions and many activities people wear multiple hats to keep the Club running. All our coaches are volunteers that we "recruit" every season, we don't have a "roster of coaches".	Yes.

	Kincardine Lawn Bowling	Kincardine & District Minor Soccer Club	Kincardine Minor Baseball
Is there any way the Municipality of Kincardine could assist your organization?		We do work with and coordinate with the MOK several times a year. Without examples of what “assist” would encompass, we continue to work through our existing collaboration to talk about areas of need or coordination.	We, as an organization, understand improvements take time. We really need our parks improved and the more pressing issues escalated such as: lighting upgrades, a four-season storage shed, the gravel in the infield in Tiverton removed, the location of the pitching mound on the North Tiverton diamond, the overall condition of Legion Park (storage, seating, dugouts), removal of “lips” at diamonds where the infield meets the Outfield, improved tools to remove rainwater
Do you have any other comments you would like to share?		We are a victim of our own success as we have went from a summer season sport into an all-year-round sport (Indoor & Outdoors). However, this has resulted in virtually the same volunteers working year-round. I know we are not the only organisation, however getting & retaining. volunteers into these positions are hard. Any help in this area would be appreciated.	

Please provide membership numbers for:	Kincardine Tennis Club (KTC)
	2019 45
	2022 83
	2023 100
Are you anticipating an increase/decrease in enrolment for 2024?	Don't know.
In what year did you have your biggest enrolment?	2023
How many/percentage registrants are from Municipality of Kincardine?	66%
Do you have adequate ice, sport fields allocation to meet your programming needs? If no, how much more time would you require to meet demand?	There is adequate time available if pickleball doesn't expand beyond the current program operated by the Municipality.
Share how your organization is using prime and not prime hours to accommodate your needs. Are there ways to make the allocation process more equitable and efficient?	Court reservations are published weekly on the website. Reservations are first come, first serve by corresponding with a Club scheduler. Pickleball has 22 hours of court time per week on Court 3 (2 pickleball courts). Pickleball uses about 35% of the allotted time.
Are the rates being charged comparable to your neighbouring communities?	Less than other Ontario Tennis Association Clubs in the area like Hanover and Southampton. Kincardine has no Clubhouse, or paid staff, therefore has lower costs. KTC permits non-members on the courts if they are not in use. The other clubs have exclusive access to their courts.
Does your organization have the capacity to support infrastructure investments (new facilities or upgrading current)?	No. The Club provides resources for operating the Tennis Club. All maintenance is performed by volunteers at no cost to the town.
Does your organization have a stable and adequate roster of coaches/leaders and Board Members?	No stable instructor contingent. Goes year to year. There are 3 members on the Club Executive. There is no Board.

Additional Conversations with community leaders

The Inverhuron & District Ratepayers' Association

The Inverhuron & District Ratepayers' Association (IDRA) is a Registered Charitable Organization (1978). The primary goal of the Association is to promote recreation, cultural and social interests for seasonal and permanent residents of Inverhuron. Inverhuron has two parks upper and lower park on Albert Rd. The upper park that has a basketball hoop, swing set, slide. The Association feels the Inverhuron parks are often overlooked by the Municipality staff to terms of maintenance and future vision. The IDRA would like to lead the parks future development and standard on their own. Appendix 1 contains the presentation of results of an open survey conducted by the IDRA about possibilities for the Inverhuron Upper Park. The presentation was submitted to MGA to be considered as part of this strategic planning process.

Pickleball

The Kincardine Pickleball group is a loose association at present overseen by a small executive group. Access to indoor and outdoor pickleball is currently being provided at a variety of locations. Indoor play occurs at the Davidson Centre in both the gymnasium and the hall. Outdoor play occurs on the 3rd court at the Tennis Courts (2 PB) during an allotted time. Players must purchase a pass from the municipality and are then given access to a lock box to access nets. Up to 3 courts are available at the Harbour Church and an additional 2 at Penetangore Row just outside the Municipality of Kincardine in Huron Kinloss Township, for a total of up to 7 outdoor courts. Peak play occurs in the morning till noon all summer.

The report was presented to Council in January 2023 seeking support for a 6-court outdoor facility. It was approved in principle with no location specified, pending completion of the Parks and Recreation Strategic Plan. They prefer one location to coordinate play. The group would apply for grant funding and conduct fundraising if they had a location and a project. A model like Beach Volleyball (municipality funded the project in advance and the VB group is repaying over time) could be used for Pickleball. Relocating the lawn bowling or horseshoe facilities was noted as a possible location to keep racquet sports together (tennis and pickleball) at MacPherson Park (it was noted that Lake wind can be an issue). Other locations could include Connaught Park (working around baseball and market activity), or Tiverton (not as appealing due to distance). Another potential option was redeveloping an area at the Davidson Centre although they did not feel it could accommodate the requested number of courts. This may merit further exploration as the Davidson Centre does include amenities such as washrooms and ample parking.

They have 60 active players. If a six-court facility, can have 24 playing at each time. Growth potential is great with youth gaining interest, an instructor available in the area and general increase in pickleball play in most communities. While acknowledging that a 6-court minimum would be a start, they could see growing over time. Port Elgin and Goderich were both referenced

as having wait lists. Neighbouring municipalities and the private sector have developed dedicated pickleball courts and are facing growth related pressures. While six courts are adequate for current play, there is no standard of play for pickleball that assigns the number of courts needed to membership or population. Current references through Canadian Pickleball Association provides guidance for facilities required for tournament play.

The group is interested in working with the Municipality on funding models (like beach VB and previous Lions Club projects), assisting with input to court orientation, court features (windscreens, fencing etc.).

The group currently does not have a very robust process for players to check-in for play, participant numbers are not tracked, there are no 'waivers' for guest play for seasonal or cottage players. Parking can sometimes be an issue when tennis and pickleball play in full swing.

ONLINE COMMUNITY ENGAGEMENT SURVEY

An online survey was developed to provide additional opportunities for residents to provide detailed feedback on current and future priorities. The survey collected demographic information to help segment the data. Respondents were asked about utilization of programs and facilities, the importance of and satisfaction with current parks, programs, facilities, and events, as well as communication preferences. In addition, respondents were asked to prioritize investments and give their views on how projects should be funded. Throughout the survey there were multiple opportunities for open-ended comments.

Survey Distribution:

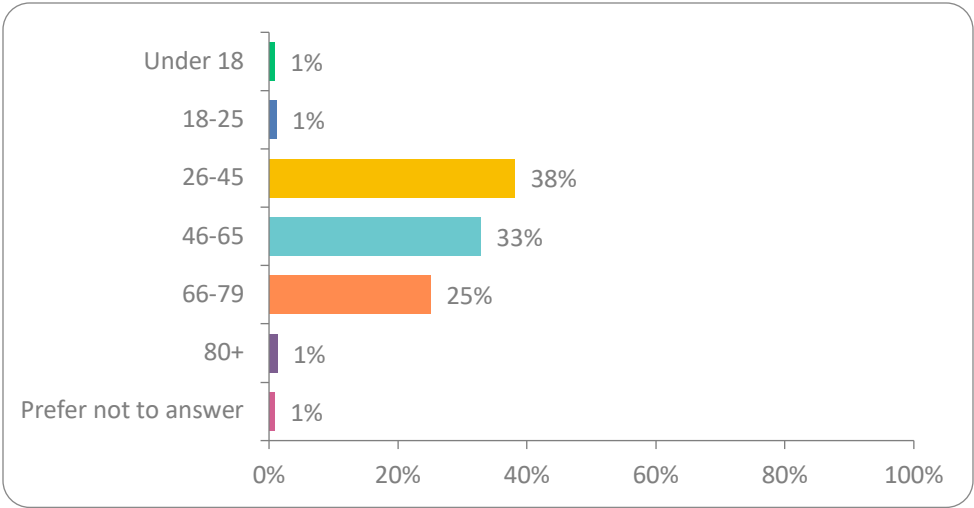
- The survey was open for 4 weeks (November 12 to December 11, 2023).
- It was distributed electronically and in hard copy.
- It was promoted through the Municipal website, social media, radio and print ads and targeted email invitations.
- The survey was also sent to the local high school to be distributed to students in Civics and other courses.

Survey Overview:

- 29 questions.
- 719 unique responses.
- Approximate time to complete the full survey was 20 minutes. The average time spent on the survey was 10 minutes.
- Not all questions were mandatory but approximately 45% filled the entire survey out. Others may have chosen to answer questions or leave comments that affected them.
- Hard copies of the survey were available at the Davidson Centre.

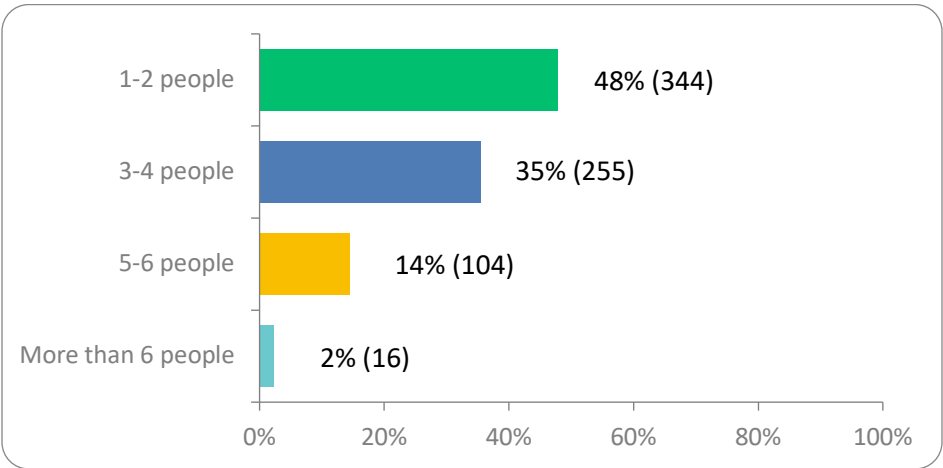
Survey Results

Q1: What age group do you belong to? (N=719)



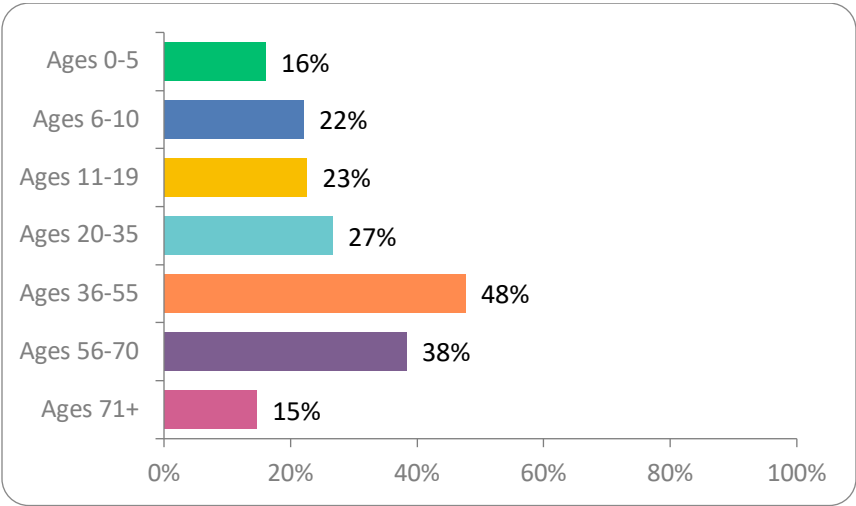
There were respondents from all age categories (from under 18 to 80+). Most responses were from people aged 26-45 (274 responses), 46-65 (236 responses) and 66-79 (180 responses).

Q2: Including yourself, how many people are in your household?



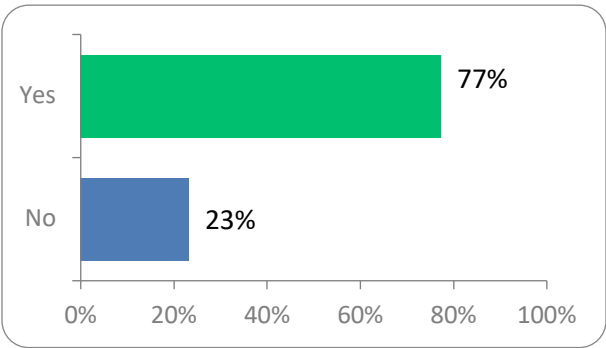
Most respondents had 1-2 people in their household and the next highest category was 3-4 people in their household.

Q3: Including yourself, what are the ages of the people who live in your household?



The majority of respondents were adults, with the highest category in the 36–55-year age range.

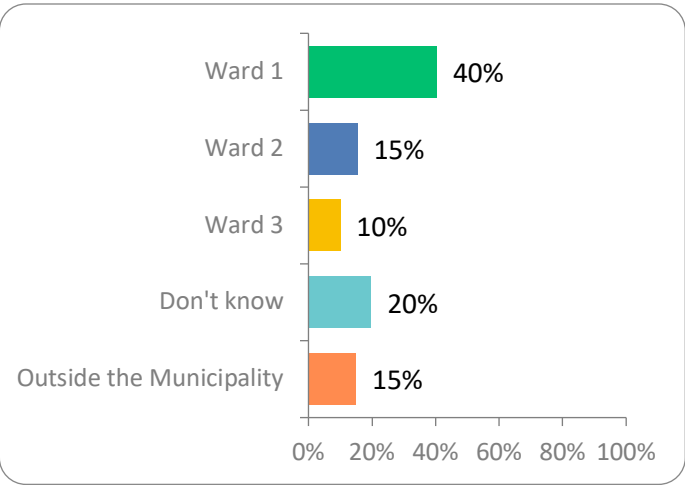
Q4: Do you reside in the Municipality of Kincardine?



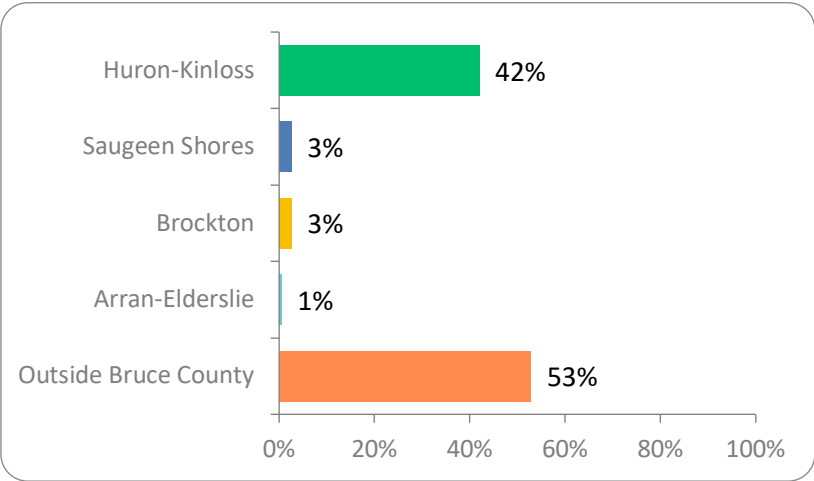
77% of respondents reside in the Municipality.

Q5: Asked If yes, in which Ward do you reside?

Ward 1 had almost 40% of respondents. 20% did not know what Ward they resided in.

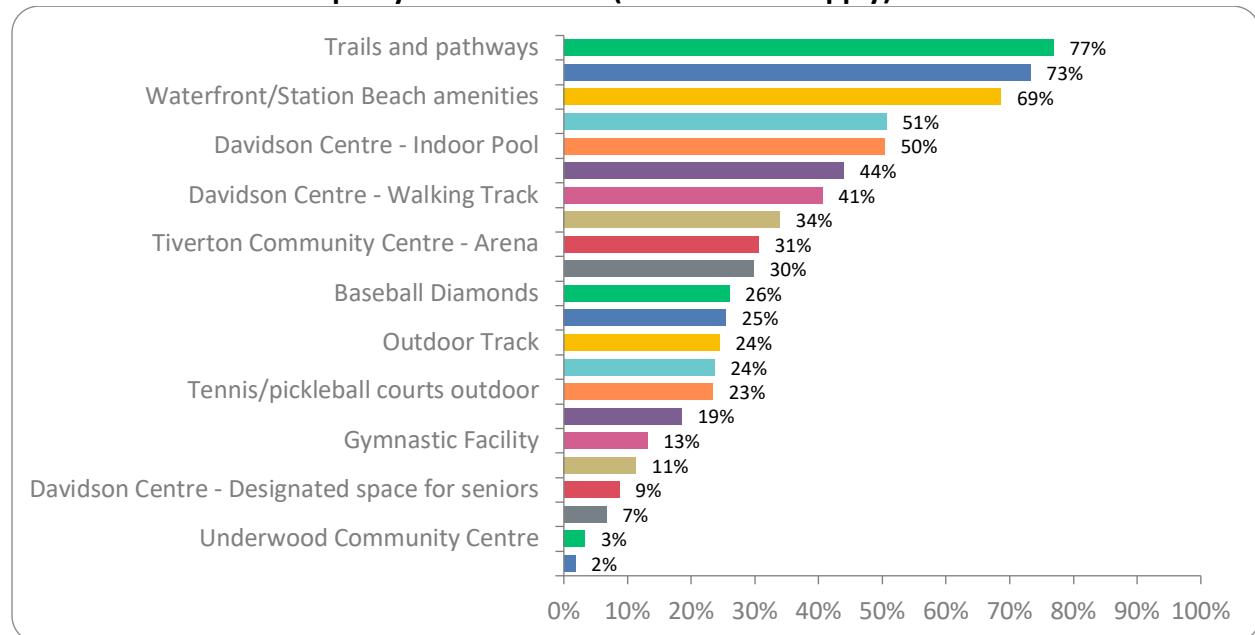


Q6: If no, where is your primary residence located?



Huron Kinloss with almost 42% was the greatest response for a single municipality, while 53% noted they live outside of Bruce County.

Q7: Which types of facilities do you or members of your household use to participate in recreation in the Municipality of Kincardine? (Check all that apply)



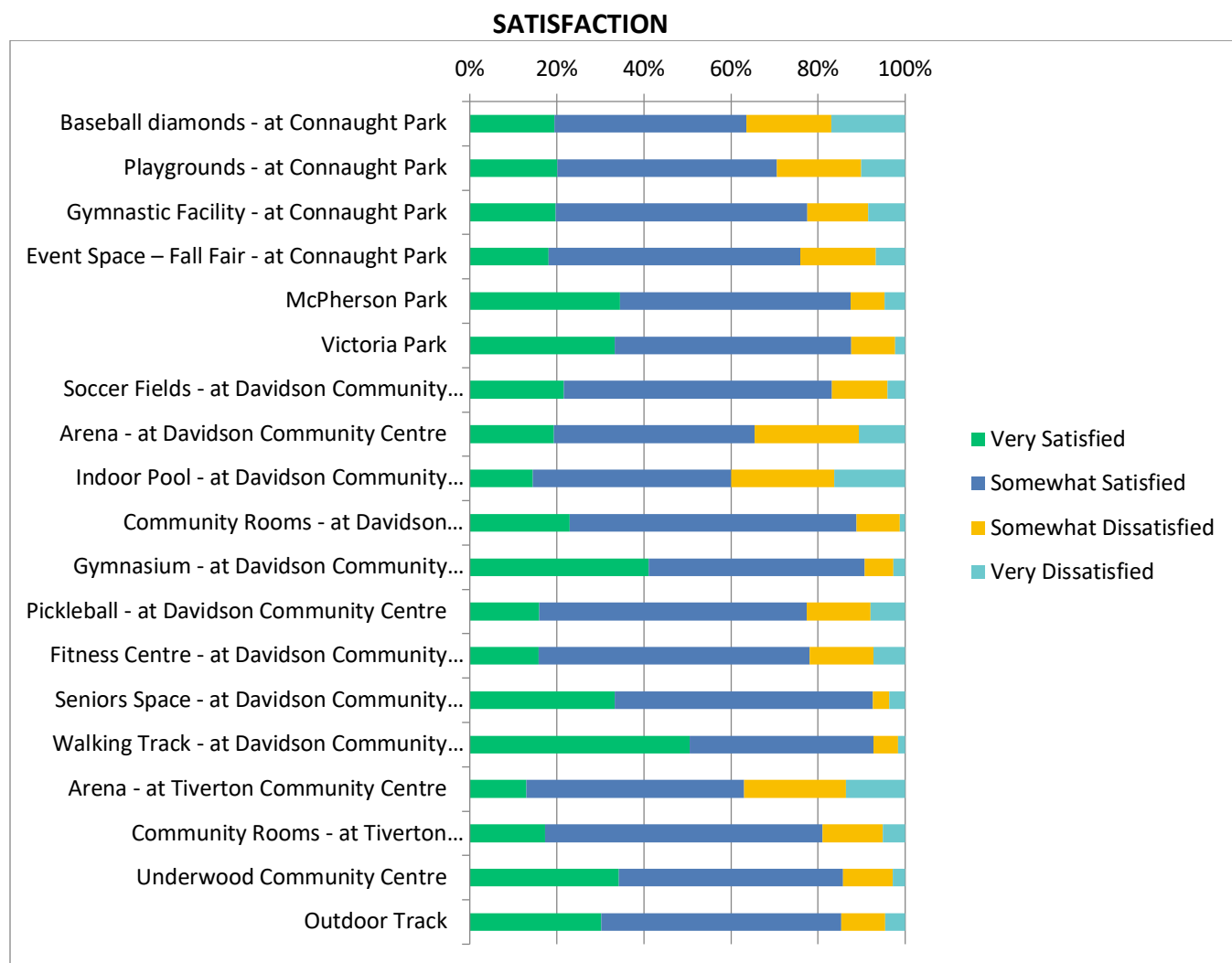
The responses in the “other” category included:

- Bike trails.
- Blue Water Trailer Park (8)
- Boardwalk at Station beach (2)
- Curling Club
- Dog parks (3)
- Downtown gyms
- Golf course.
- Inverhuron Parks, Trails and Beach area - including provincial park (8)
- KIPP Trail (2)
- KOVA beach volleyball courts
- Marina
- Robinson Park for scouts
- SVCA - Stoney Island for Cross Country Skiing (2)
- Tennis courts (3)
- Whitney Crawford Community Centre
- Yoga studio

Survey respondents were asked to indicate which types of facilities and specific facilities are used by members of the household. Trails and pathways and Parks and Open Space were the most popular choices with more than 73% indicating use. The lowest response for utilization were for Underwood Community Centre, Tiverton Community Centre - Community Rooms with less than 7% response rate.

In the next question, survey respondents were asked to indicate frequency of use, satisfaction and importance for selected facilities and parks in the Municipality.

Q8: For the Municipal parks, recreation and facilities listed below, please tell us how you would rate your level of satisfaction.

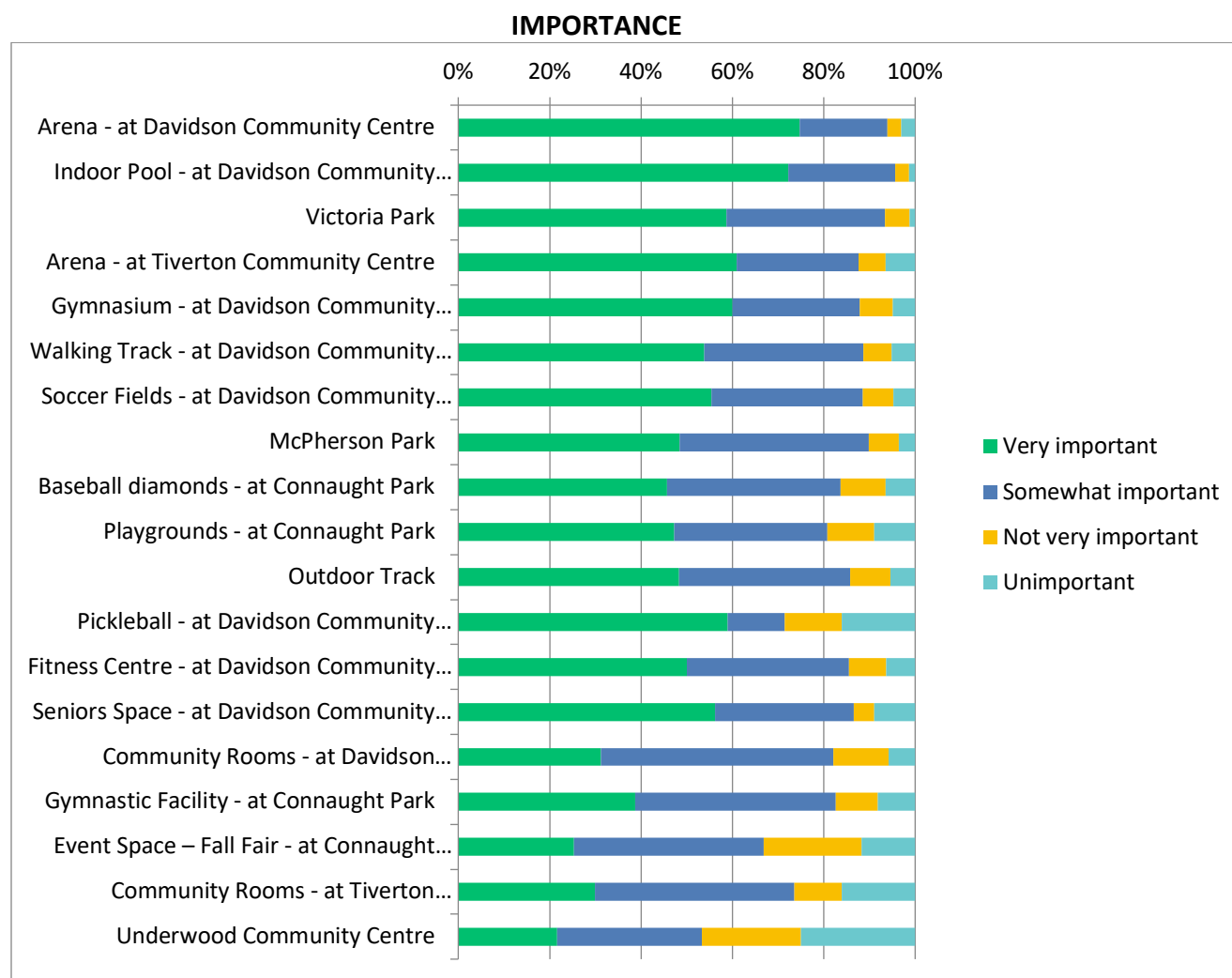


When asked about their level of satisfaction with parks and facilities in the municipality, the facility with the highest level of satisfaction were the gym and walking track at the Davidson Centre (64% and 71% said they were somewhat or very satisfied). The facilities with the lowest level of satisfaction (respondents marking either somewhat or very dissatisfied) were the Davidson Centre – Indoor Pool (40%), Davidson Centre Arena (35%), and the Tiverton Arena (36%).

Question 8: Detailed Percentages for Satisfaction Ratings

	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied
Baseball diamonds - at Connaught Park	14%	31%	14%	12%
Playgrounds - at Connaught Park	14%	35%	14%	7%
Gymnastic Facility - at Connaught Park	8%	24%	6%	4%
Event Space – Fall Fair - at Connaught Park	12%	38%	11%	4%
MacPherson Park	28%	42%	6%	4%
Victoria Park	31%	51%	9%	2%
Soccer Fields - at Davidson Community Centre	14%	39%	8%	3%
Arena - at Davidson CC	16%	39%	20%	9%
Indoor Pool - at Davidson CC	12%	38%	20%	14%
Community Rooms - at Davidson CC	17%	48%	7%	1%
Gymnasium - at Davidson CC	29%	35%	5%	2%
Pickleball - at Davidson CC	6%	23%	6%	3%
Fitness Centre - at Davidson CC	7%	28%	6%	3%
Seniors Space - at Davidson CC	10%	19%	1%	1%
Walking Track - at Davidson CC	39%	32%	4%	1%
Arena - at Tiverton Community Centre	9%	35%	16%	10%
Community Rooms - at Tiverton CC	6%	21%	5%	2%
Underwood Community Centre	7%	11%	2%	1%
Outdoor Track	19%	34%	6%	3%

Q8: For the Municipal parks, recreation and facilities listed below, please tell us how you would rate their importance.

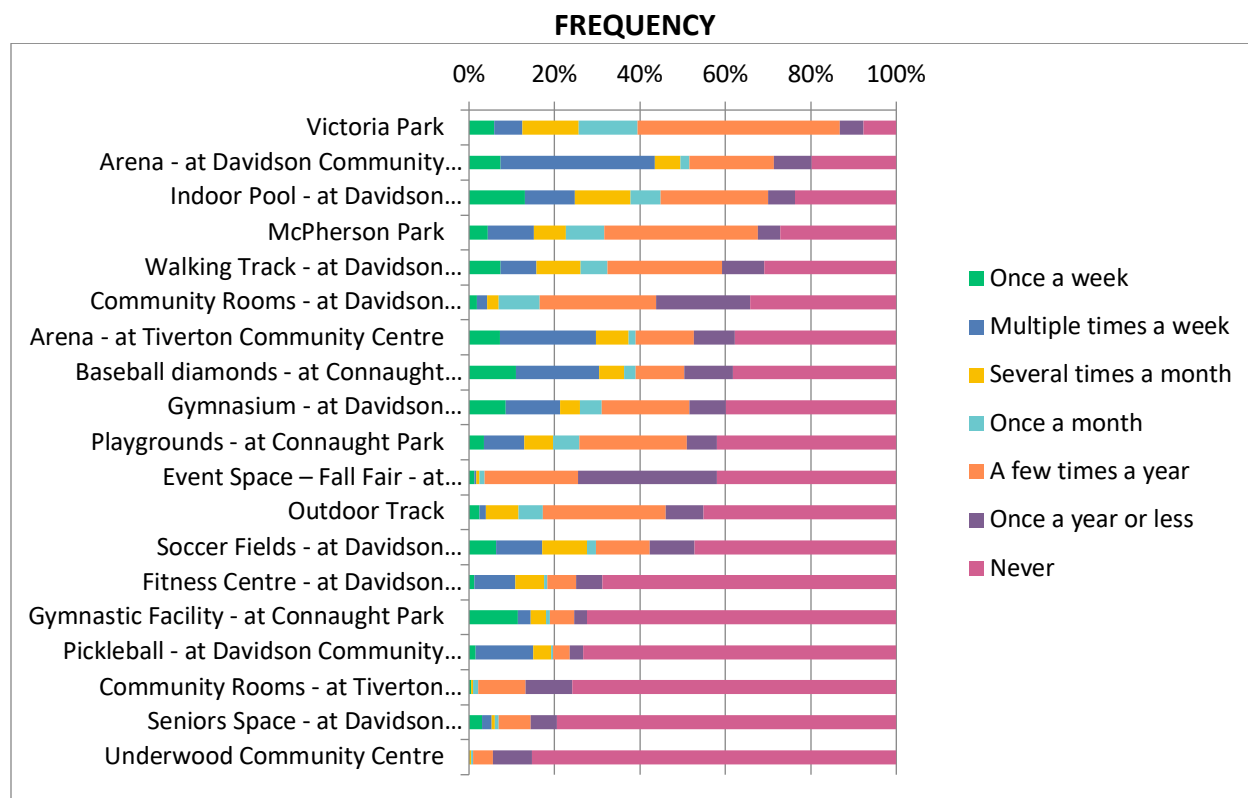


When asked about the **Importance** of these facilities. The top four important facilities were the Arena at Davidson Community Centre (66%), Indoor Pool at Davidson Community Centre (64%), Victoria Park (55%), and the Arena at Tiverton Community Centre (47%). In addition, the facilities with the highest ranking as not very important or unimportant were Event Space – Fall Fair - at Connaught Park (25%) and the Underwood Community Centre (17%).

Question 8: Importance Ratings Detail

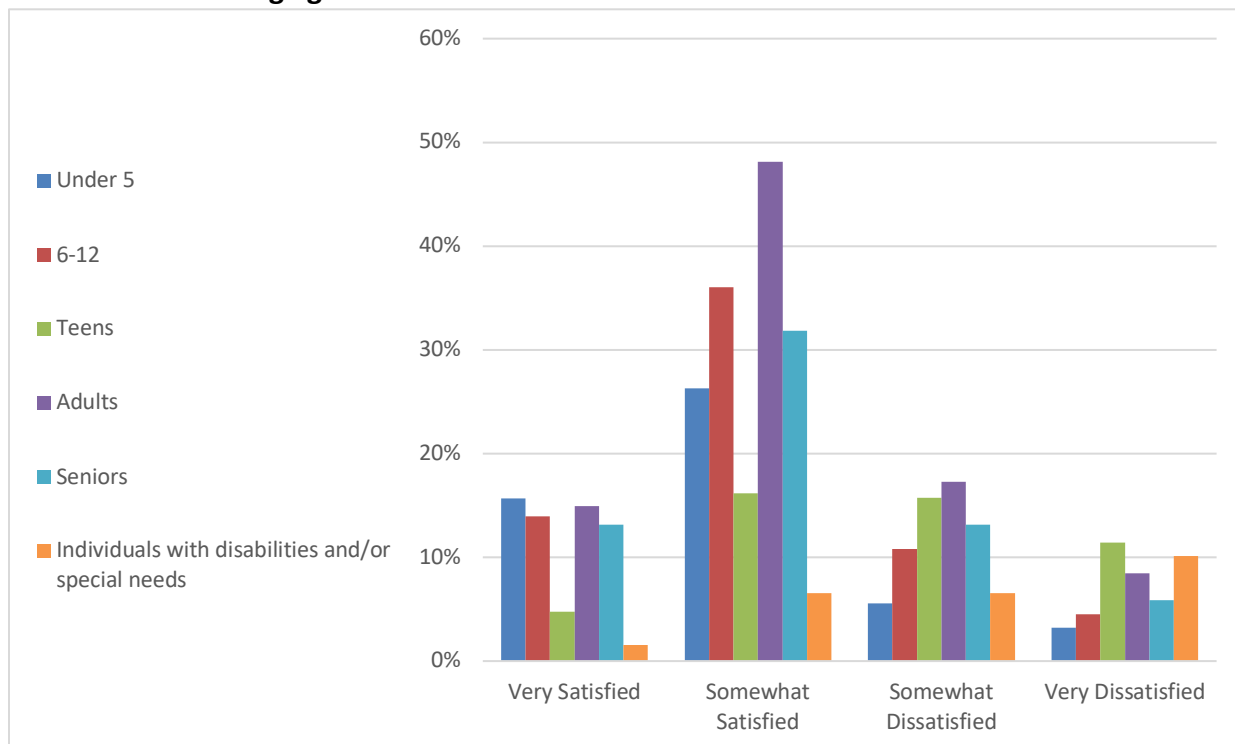
	Very important	Somewhat important	Not very important	Un important
Arena - at Davidson CC	66%	17%	3%	3%
Indoor Pool - at Davidson CC	64%	21%	3%	1%
Victoria Park	55%	33%	5%	1%
Arena - at Tiverton Community Centre	47%	20%	5%	5%
Gymnasium - at Davidson CC	46%	22%	6%	4%
Walking Track - at Davidson CC	45%	29%	5%	4%
MacPherson Park	40%	34%	5%	3%
Soccer Fields - at Davidson Community Centre	40%	24%	5%	3%
Baseball diamonds - at Connaught Park	37%	31%	8%	5%
Playgrounds - at Connaught Park	37%	26%	8%	7%
Outdoor Track	34%	26%	6%	4%
Pickleball - at Davidson CC	33%	7%	7%	9%
Fitness Centre - at Davidson CC	30%	21%	5%	4%
Seniors Space - at Davidson CC	29%	16%	2%	5%
Community Rooms - at Davidson CC	24%	40%	9%	5%
Gymnastic Facility - at Connaught Park	22%	25%	5%	5%
Event Space – Fall Fair - at Connaught Park	19%	32%	16%	9%
Community Rooms - at Tiverton CC	15%	22%	5%	8%
Underwood Community Centre	8%	12%	8%	9%

Q8: For the Municipal parks, recreation and facilities listed below, please tell us how often you and your household members use these facilities.



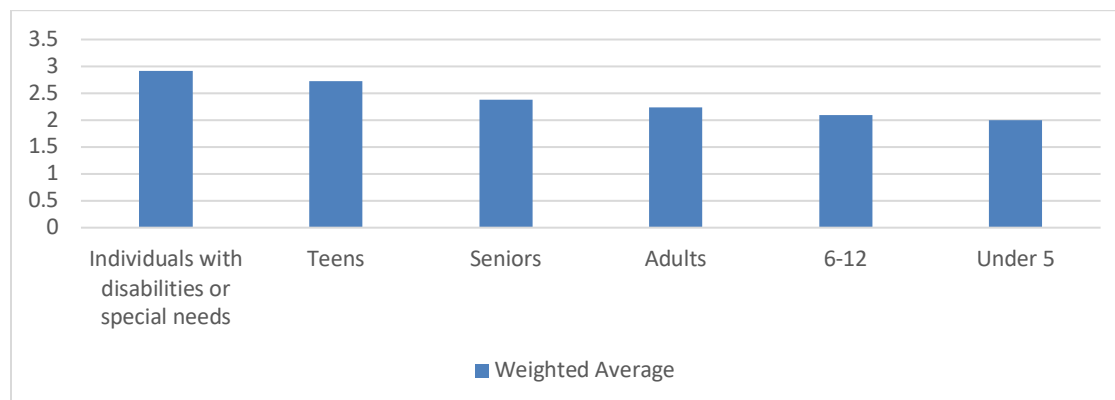
When asked about **how often** members of their household used these facilities, the most popular choices were Victoria Park, Arena at Davidson Centre, and the Indoor Pool at Davidson Centre. The least used facility was Underwood Community Centre, Senior Space at Davidson Centre, Community Rooms at Tiverton Community Centre.

Q9: How satisfied are you with the access and quality of the parks you and your household use for the following age cohorts?



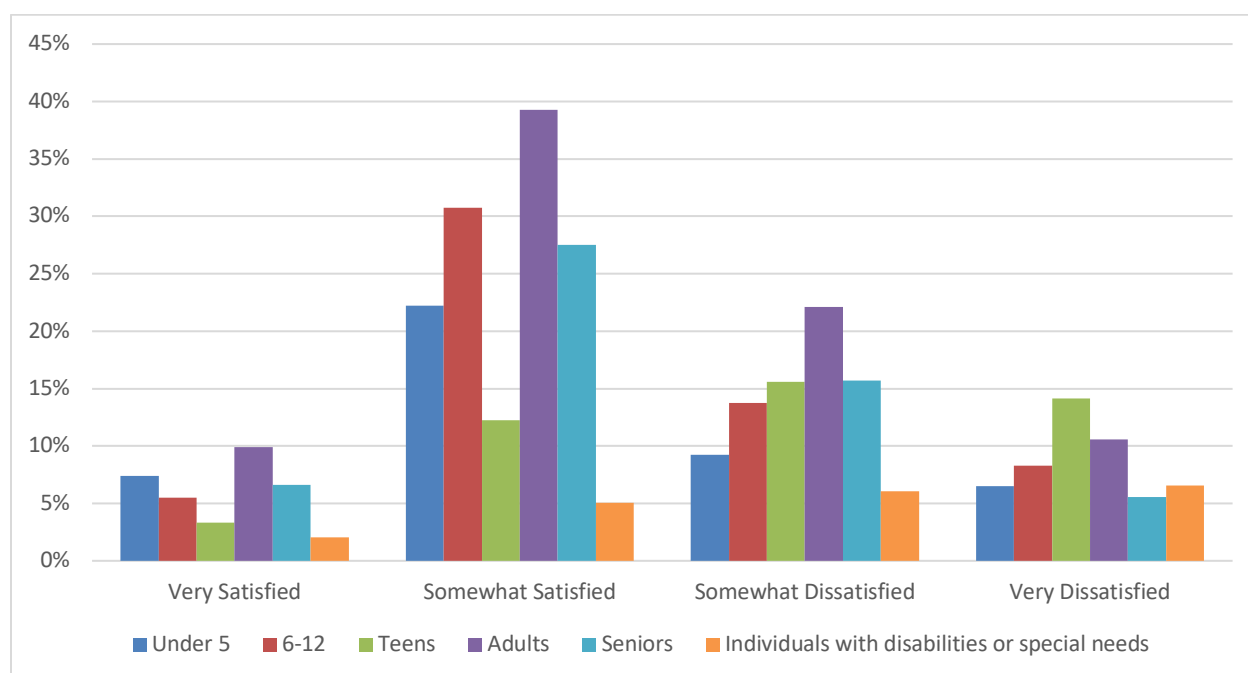
The weighted results of this question show that individuals with disabilities, teens and then adults were the least satisfied with the access to and quality of the parks.

Q10. Please rate your satisfaction level with the programs offered to the members of your family in the following age cohorts.



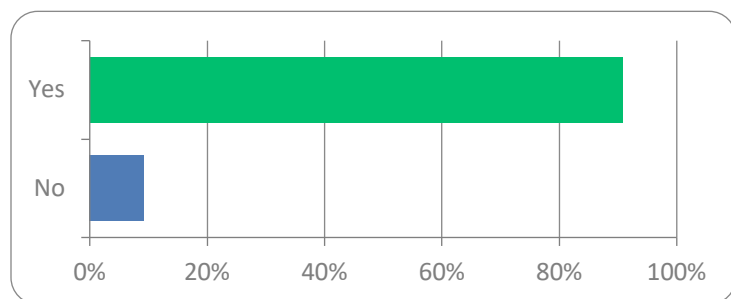
For this question, teens, individuals with disabilities and seniors were the age categories with the highest level of dissatisfaction with programs. This was also confirmed in some of the open-ended responses in other questions, which highlighted that there were fewer youth programs.

Q11. Please rate your satisfaction level with the Recreation facilities offered to the members of your family in the following age cohorts.



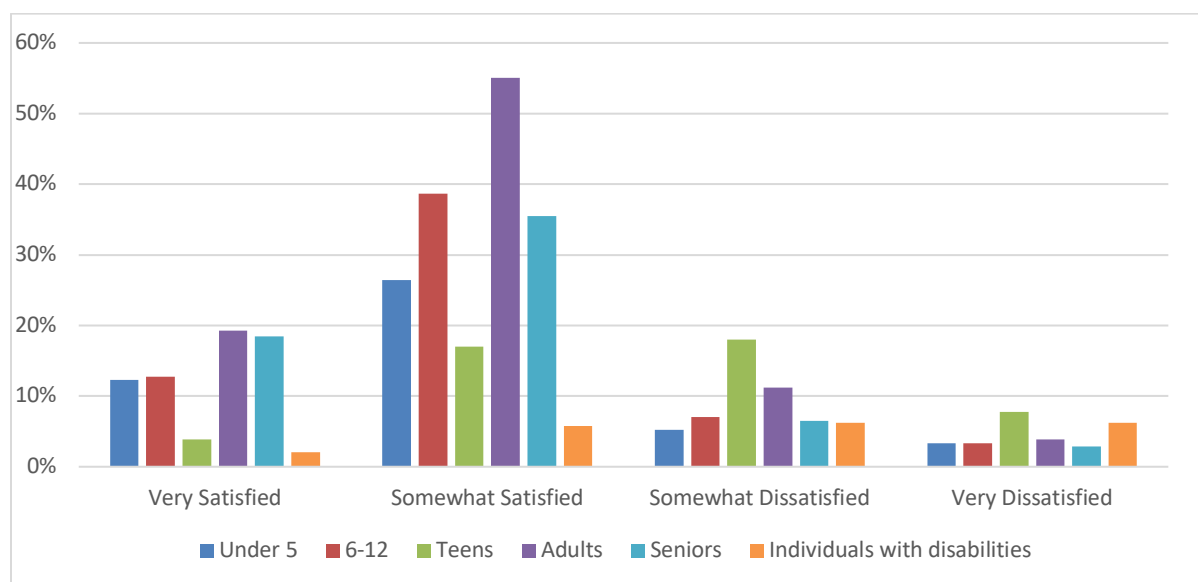
The age groups that were the most **dissatisfied** with the facilities offered were teens, individuals with disabilities, then adults and children aged 6-12.

Q12: Do you attend special events in the Municipality of Kincardine?



Over 91% of respondent said they do attend events in the Municipality.

Q13: If yes, how satisfied are you with these events for the following cohorts?



The cohorts that are very satisfied with events were Adults and Senior and the cohorts that are very dissatisfied are Teens and Individuals with disabilities or special needs.

Q14: If no, are there events that you would attend which are not currently offered?

This was an open-ended question where respondents could include their ideas for events that would attract their interest, or interest from someone in their household. Survey responses reveal diverse preferences, including interest in both free and paid outdoor activities, particularly favoring those sponsored by Municipality of Kincardine. Respondents expressed an interest for more physical activity events like volleyball and pickleball tournaments.

There is a general request for more events, especially targeting teens with weekend programs, evening sessions, and skill-building workshops within the Municipality. The community seeks increased family festivals, music festivals, and sporting events. There were some comments about the accessibility of event, especially at existing facilities that are not accessible.

Here is a list of the ideas generated:

1. Cultural Events:

- Latin-themed events
- Pow wow

2. Family and Community Events:

- Ribfest
- Kite Fest
- SunFest
- Beach cleanups
- Sandcastle competitions
- Better Fall Fair with horses and more animals and activities
- Children's festival
- Weekend downtown street parties

3. Music Events:

- More music events and big ticket concerts

4. Ecological and Conservation Events:

- Ecological, environment, and conservation-focused events
- Interest in ecological events

5. Sports and Recreation Events:

- Men's Triathlon, Lake Swim
- Pickleball tournaments
- Running club
- Cross Country Skiing
- Indoor turf field for soccer
- Pickleball in Tiverton

6. Special Events for Kids:

- Special recreational events and sport events for kids with autism
- Special events for young children in Inverhuron

7. Arts and Entertainment Events:

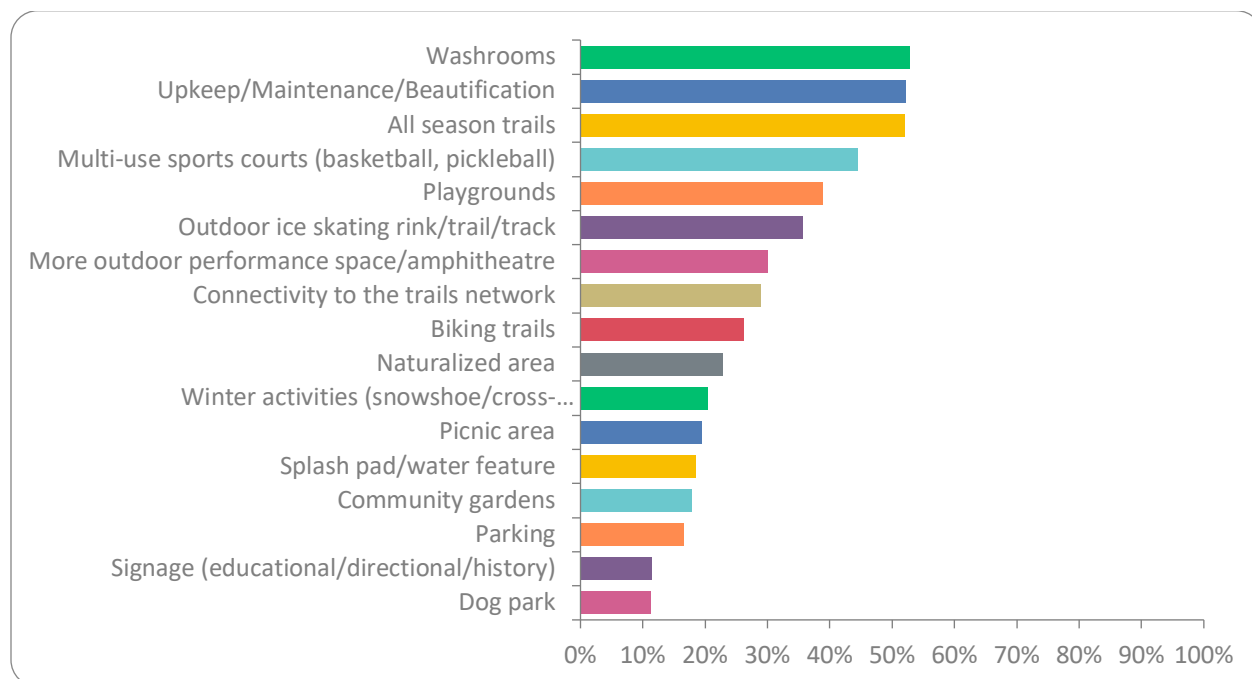
- Better Concerts (well-known performers)
- Movie nights
- Music and arts programs for kids
- Accessible theatre for live performances

8. Miscellaneous Events:

- 7K Trail Run/Walk
- Weekend programs or evening sessions for teens
- Workshops for teens (e.g., future career choices, leadership skills)
- More events/facilities geared towards 12-16 year olds
- Events encouraging physical participation
- Community gardening events
- MOK Sponsored Events

It should be noted that throughout the survey, there was strong input from the Inverhuron and District Ratepayers Association. In this question, some expressed a willingness to support more events in Inverhuron.

Q15 What do you feel are the priorities for the parks in the Municipality of Kincardine? (Select your TOP 5 priorities)



As shown in the chart above, the top priorities for parks were washrooms, maintenance, all season trails, and multi-use courts. In addition, respondents were able to provide other priorities or explain why they chose their priorities. The most common responses were for washrooms (year-round), enhanced maintenance, improved accessibility, and upgrades to existing facilities, as well as a call for outdoor pickleball courts. The recent tragedy at the beach likely influenced responses, as there were quite a few that suggested more water safety education and signage at the beach.

Here is a summary of the open-ended responses:

1. Outdoor Performance Spaces:

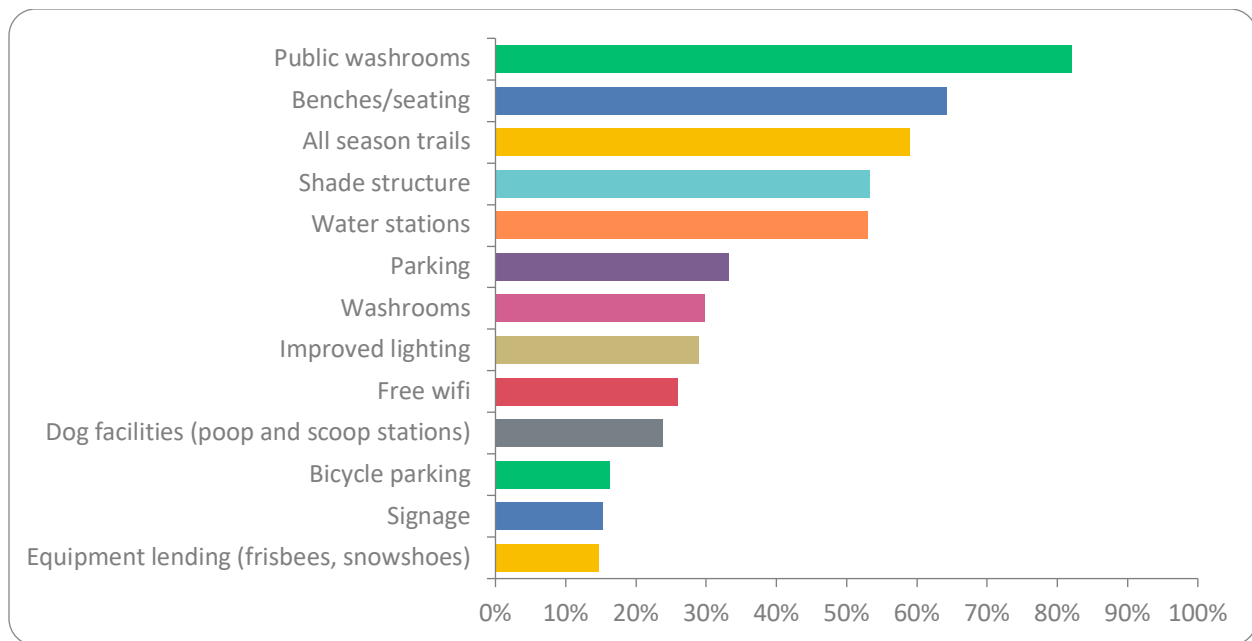
- Improve existing spaces (sightlines, seating, electrical receptacles).
- Better gazebos for outdoor performances.
- Outdoor performance space/amphitheater.
-

2. Sports and Recreation Facilities:

- Dedicated outdoor pickleball courts (away from residential)
- Separate pickleball courts from tennis courts.

- Swimming pool as a priority.
 - Basketball & Volleyball courts.
 - Outdoor exercise/fitness equipment along the beach.
 - Winter walking trails with permanent bridges.
 - Ice rink and sports complex for all-age activities.
 - Expansion of camping options and pavilions.
 - Upgrading and maintenance of ball diamonds.
3. **Bike Trails and Connectivity:**
- East-West bike trails connecting grocery stores and lake shore trail connecting KIPP trail to the South end of town
 - Improved signage and maintenance for trails
 - Better trail edge trimming & snow removal for KIPP Trail.
 - ATV/UTV trails (municipality to take leadership role)
4. **Facility Maintenance and Upgrades:**
- Upgrading and maintaining Connaught Park baseball complex.
 - Upkeep of existing outdoor facilities (tracks, playgrounds, outdoor tack).
 - Improved trail maintenance and clear signage.
 - Upkeep of existing parks, including Dunsmoor Park.
 - Cleanliness and safety of washrooms.
 - More naturalized areas and edible urban forests in the downtown core.
 - Additional upgrades for Inverhuron, and naturalization of park.
5. **Children and Youth:**
- Splash pads for inclusive family activities.
 - Public outdoor rink for teens/adults.
 - An all-wheel park for teens.
 - Improved skatepark and basketball courts.
6. **Community Safety and Amenities:**
- Year-round washrooms at beach areas/all washrooms.
 - Safety signage at the beach.
 - Maximize education on beach safety.
 - Improved beach facilities (washrooms, outdoor showers).
 - Increased beach safety measures (including signage for ATVs to be off beach)
7. **Infrastructure Accessibility:**
- Increase accessibility, especially for disadvantaged individuals.
 - Outdoor facilities accessible to various mobility types.
 - Fully accessible parks and washrooms.
8. **Community Education and Signage:**
- Focus on 4-season tourism promotion.
 - Educational signage to promote downtown.

Q16 What types of amenities or enhanced features do you value (or would you value) at the parks in Kincardine? (Select your TOP 5 amenities/features)



Again, respondents had a strong preference for enhanced washroom access and all-season trails. Benches were also seen as desirable.

In the open-ended responses (other), there were a variety of responses, some of which are repeat the choices provided in the question or are beyond the scope of this master plan. Common themes include the need for more public washrooms, a desire for more pickleball courts and an improvement to maintenance standards.

Here is a summary of the open-ended responses:

Recreational Facilities:

- Pickleball Courts (5 mentions)
- Sports Complex (1 mention)
- Outdoor Exercise Equipment (1 mention)
- Skate Park Facility Upgrade (1 mention)
- Tennis Courts (1 mention)
- Station Beach Boardwalk (1 mention)
- All-Wheel Park (1 mention)
- Amenities in Inverhuron Park (1 mention)
- Playground Equipment (1 mention)
- Public Areas Update for Welcoming Atmosphere (1 mention)

Natural Areas and Trails:

- 3-Season Trails (1 mention)
- Accessible Trails (2 mentions)
- Trails for Enjoying and Exploring Nature (1 mention)

Community Maintenance:

- Upkeep/Maintenance Importance (4 mentions)
- Continued Camping Availability (1 mention)

Public Amenities:

- Public Washrooms (7 mentions)
- Waste and Recycling Receptacles (7 mentions) – special concerns about dog waste
- Accessible Washrooms with Adult-Sized Changing Tables (1 mention)

Infrastructure and Safety:

- More Ice, Including Summer (1 mention)
- Better Signage at the Beach (1 mention)
- More Bike Lanes (1 mention)
- Electrical Bicycle or Scooter Rentals (1 mention)
- Year-Round Access Concerns (3 mentions)

Community Engagement and Progress:

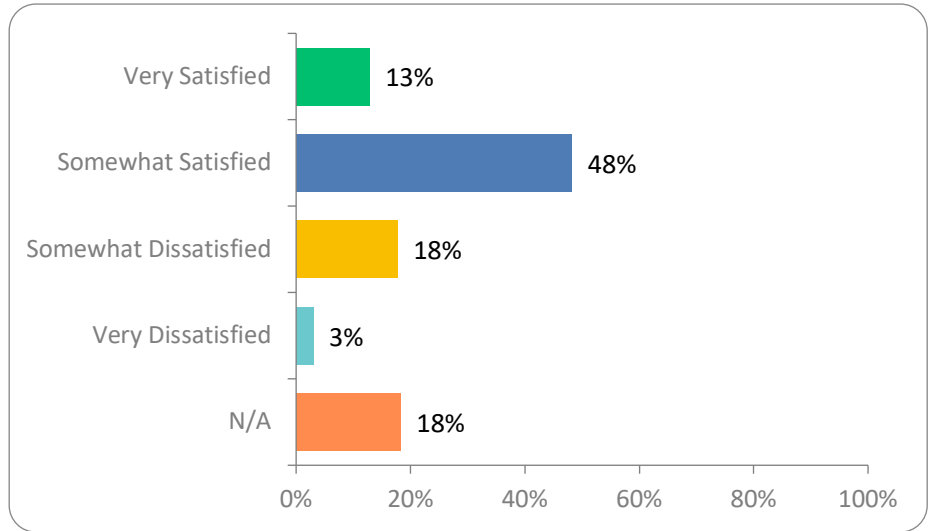
- Community Efforts for Park Conversion and Management (1 mention)
- Importance for a Growing Community; Pride in Progressive Offerings (1 mention)

Miscellaneous:

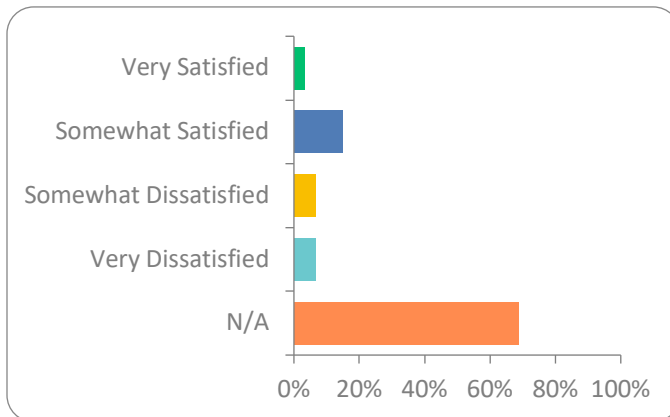
- Restaurants, Electronics, and Clothing Stores (1 mention)
- Free Wi-Fi Concerns (1 mention)
- Quality Improvement of Visit or Stay (1 mention)
- Animals and Outdoor Activities (Biking, Sports) (2 mentions)
- No Dogs on Beaches (1 mention)
- More Trees Instead of Shade Structures (1 mention)
- Seating in Parks for Health and Age Reasons (2 mentions)
- Benches, Seating, Picnic Areas, Firepits on Stony Beach (1 mention)
- Equipment Lending (Ice Skates) (1 mention)

Q17 Overall how satisfied are you with the programs offered at the Davidson Centre?

60 percent of respondents were somewhat or very satisfied with programs at the Davidson Centre.



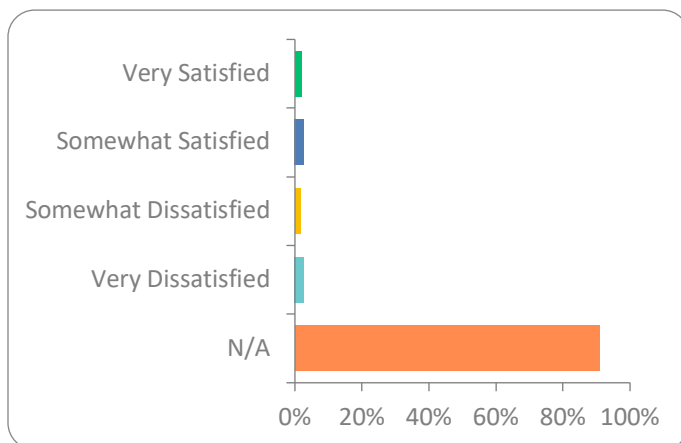
Q18: Overall, how satisfied are you with the programs offered at the Tiverton Community Centre?



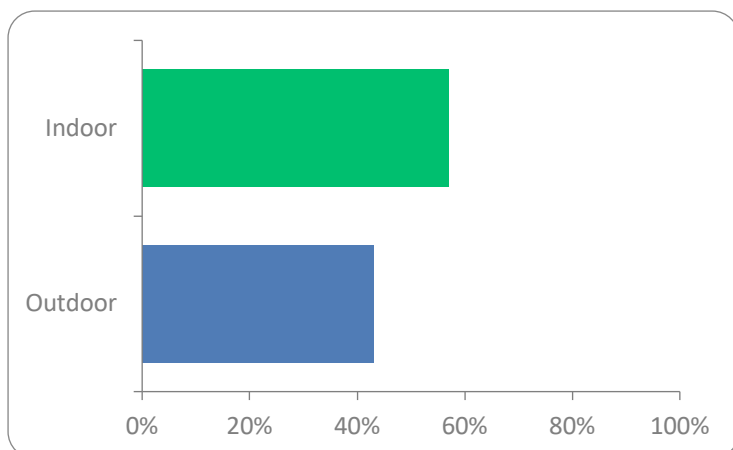
The results on this question were fairly evenly split between being satisfied and dissatisfied with the majority of respondents indicating that they do not use these programs.

Q19 Overall how satisfied are you with the programs offered at the Underwood Community Centre?

Like the previous question there were an even split between satisfied and dissatisfied and again many respondents indicated this question did not apply to them.



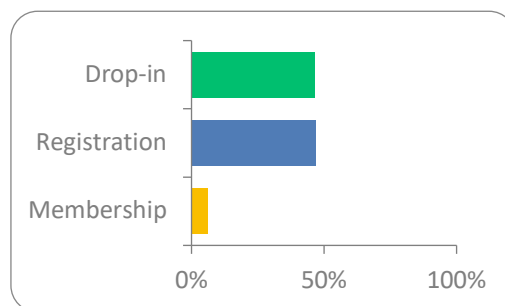
Q20: When looking for recreation programs, which setting do you prefer?



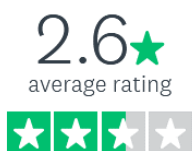
Respondents indicated a slight preference for indoor programming over outdoor recreation programs.

Q21 When looking for recreation programs which structure do you generally prefer?

There was an almost equal preference for drop-in and pre-registration types of programs. Only a few indicated they preferred a membership-based structure, and this was also expressed in a comment in open ended questions.



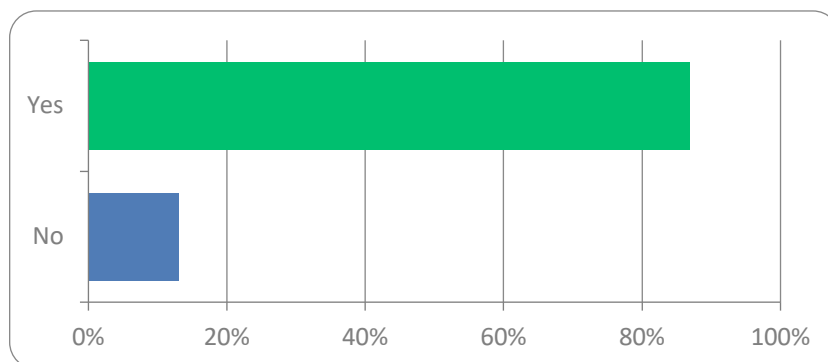
Q22: Do you feel that the cost of the recreational activities offered by the Municipality are appropriate? (1 - not reasonable; 5 - very reasonable)



Only 8% of respondents felt the pricing was not reasonable.

Q23 Do you feel that programs, facilities and events in the Municipality are welcoming, safe and inclusive spaces?

Almost 87% responses indicated they feel welcoming, safe and inclusive.



In the open-ended responses, respondents took the opportunity to express a wide range of suggestions that they felt they hadn't been able to express earlier. As such, many of the responses do not actually address inclusion. Many of the responses focus on the perceived and real barriers that people face when accessing facilities in the municipality.

Several recurring themes emerge, including the call for increased public skating opportunities, especially for parent and tot sessions on weekends, with a specific emphasis on creating a welcoming environment for skaters of all abilities. Accessibility concerns are highlighted, particularly for individuals with hearing impairments struggling in echoey spaces without adequate microphone systems. Participants express a desire for more inclusive and engaging programs, emphasizing the need for the Davidson Centre to offer teen-friendly activities and the importance of maintaining a welcoming atmosphere. Infrastructure maintenance, including the state of Tiverton Arena and the need for upkeep in walking and biking infrastructure, emerges as a significant concern. Affordability and accessibility are key points, with requests for lower fees, more affordable memberships, and considerations for those with limited incomes. Community engagement and inclusivity also feature prominently, with comments on the need for improved communication, greater inclusivity in programming, and a focus on safety and continual improvement.

Comments included:

1. Enhanced Public Skating Opportunities: There's a recommendation for more public skating sessions, especially on weekends, with a suggestion for a designated person ("cruiser") to ensure a welcoming environment for skaters of all abilities.
2. Accessibility Improvements: Suggestions include addressing challenges faced by hearing-impaired individuals in echoey spaces by installing microphone systems with quality speakers.
3. Inclusive Programming: Recommendations involve making programs more inclusive, avoiding segregation, and ensuring a welcoming atmosphere, especially for teens. There's also a call for a greater emphasis on REC (recreational) programs.
4. Facility Maintenance: Concerns about neglected and dirty facilities, particularly the Tiverton Arena, and a call for better maintenance of walking and biking infrastructure, including replacing worn-out boards.
5. Teen-Friendly Activities: The need for teen-oriented programs at the Davidson Centre, such as pick-up basketball or pickleball during colder months, is emphasized.
6. Health and Wellness Value: A recommendation for lower fees and more affordable memberships to encourage greater participation, along with a suggestion to watch a documentary on promoting health and wellness.
7. Inclusivity and Communication: There's a recommendation for better communication and engagement, including staff interacting with facility users, improving signage, and being more aware of community needs.
8. Community Safety: Concerns about theft and a suggestion for increased regulation of kids/teens in facilities for a safer environment.
9. Events and Inclusivity: While acknowledging the variety of events, there's a call for a higher percentage of inclusive and welcoming events.
10. Infrastructure Accessibility: Suggestions for improving accessibility for individuals with disabilities, considering a sliding scale for those on limited incomes, and enhancing inclusivity of Indigenous activities and history.
11. Adaptive Programming: Recommendations for more adaptive programming for children with disabilities, including swimming, skating, and sports.
12. Youth-Oriented Facilities: A recommendation for more facilities and events targeting youth to attract young families to choose the Municipality of Kincardine as home.
13. Program Registration and Membership Options: Affordability was a concern for some respondents. Recommendations include more drop-in programs for flexibility, a variety of membership options (more affordable), and discounts for multiple-use cards.
14. Continuous Improvement: Emphasis on ongoing efforts for safety and inclusivity rather than considering it a final state.
15. Diversity and Inclusivity: A recommendation for clarity in making all activities and programs LGBTQ friendly, with measures against bullying.
16. Pickleball Enhancements: Suggestions for structured pickleball programs with skill-level playing categories and more time allotment for pickleball.

Q24: What types of programs and/or general interest classes would you like to see provided in the Municipality of Kincardine that are not currently being provided, or are inadequate?

There was a tremendous range of responses to this open-ended question. Respondents expressed a broad array of programming preferences, with a strong preference for physical activity programs such as indoor cycling, lifeguard services at beaches, and various sports like pickleball, soccer, and hockey. Arts and creative pursuits, including art classes, dance lessons, and music programs, were also frequently requested. Inclusivity and safety were emphasized, with calls for inclusive programming for people with disabilities and vigilance in maintaining a welcoming atmosphere. Additionally, respondents suggested various programs for seniors, teens, and children, ranging from STEM education to outdoor pickleball. These preferences underscore the community's desire for a comprehensive range of recreational offerings catering to diverse interests and age groups.

The top 5 categories of programs/classes requested were:

1. Pickleball:

- Outdoor pickleball and indoor (dedicated courts)

2. Physical Activity:

- More fitness classes for people of all ages (especially seniors)
- Variety of sport/fitness (roller hockey, indoor cycling, disc golf, yoga, Pilates, Zumba, etc.)

3. Art and Creative Programs:

- Art classes, painting, crafts, cooking

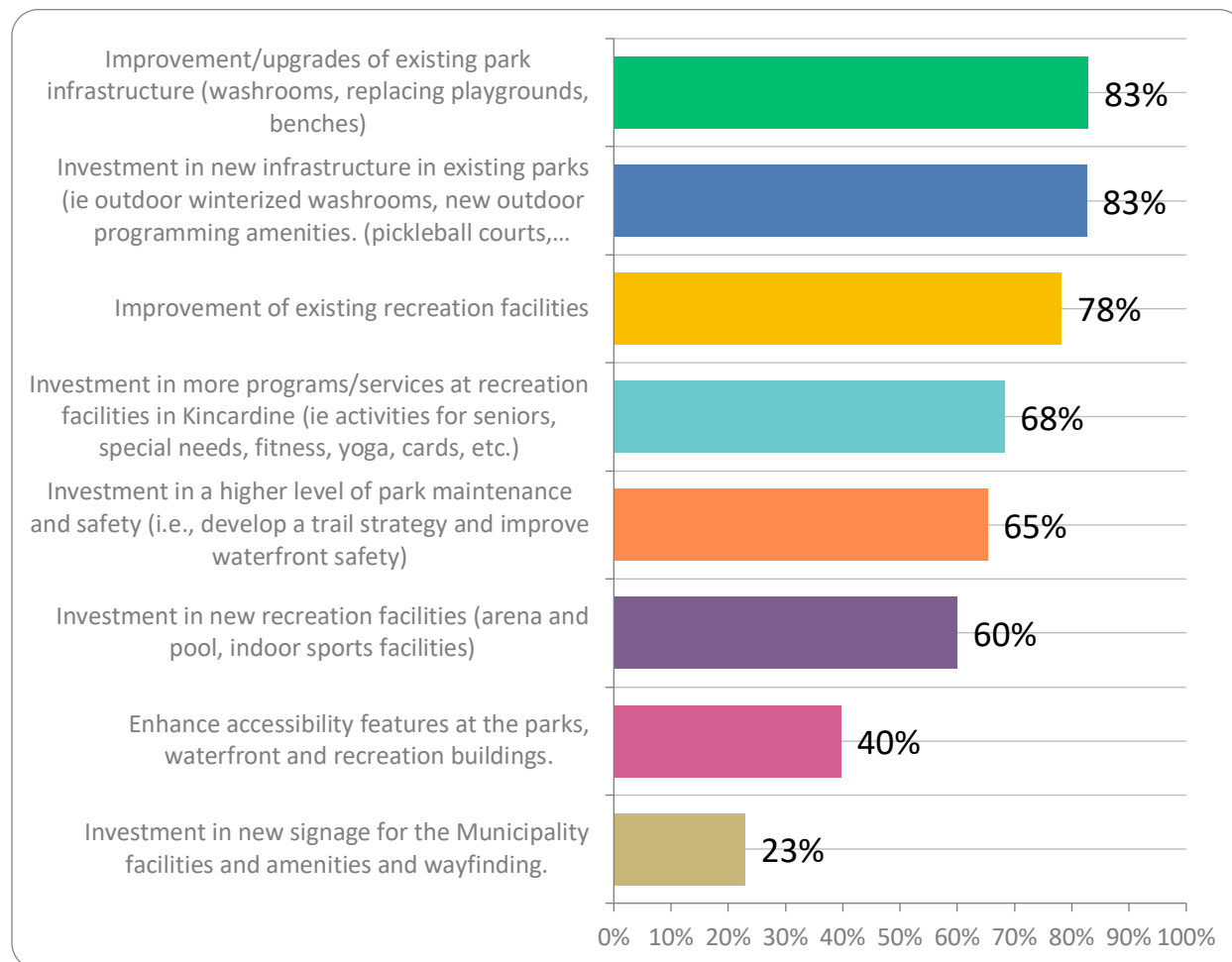
4. Senior Programs:

- Exercise & day programs

5. Children/Teen Programs:

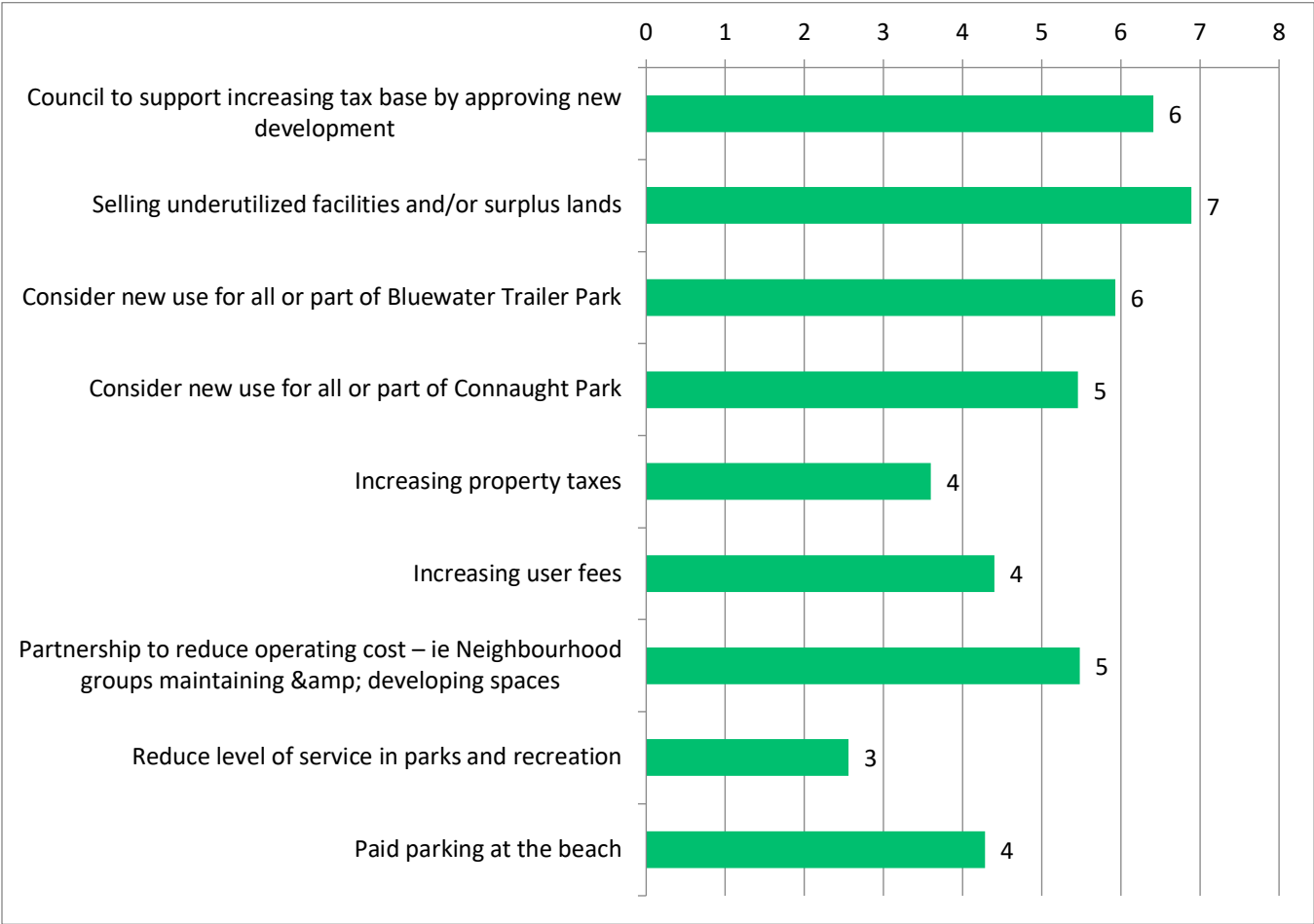
- Pre-school programs
- Teen girls' volleyball
- Clubs Teen

Q25 Of the options below, what do you think are the top 5 priorities for parks and recreation in Kincardine over the next 5 to 10 years?



It is not surprising that respondents were equally in favour of upgrading current park assets and investing in new assets (in both cases 83% of respondents), while improvements to existing infrastructure garnered support from 78% of respondents.

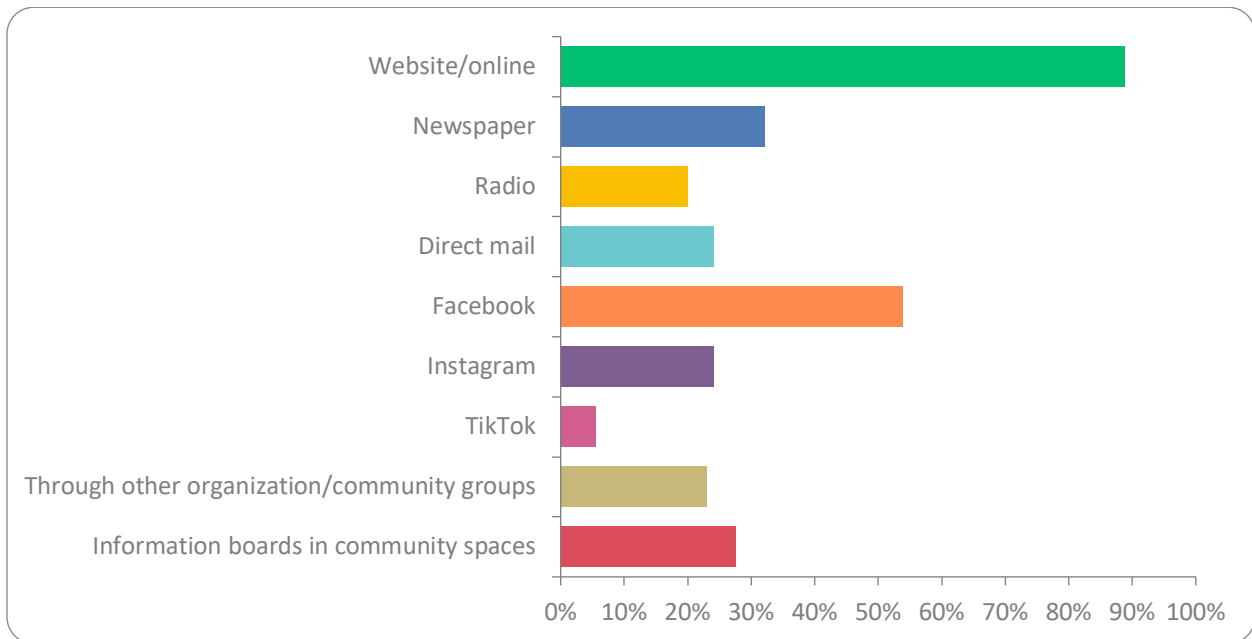
Q26 How could these priorities be funded? Please rank your top priorities. (Drag options up and down the list to create your desired 'priority ranking'. Top of list = Top priority)



The chart above shows the weighted response score. Respondents chose selling underutilized facilities and/or surplus lands, and council to support increasing tax base by approving new development as the top choices for paying for priorities. It was interesting to note that many respondents also chose new use for Bluewater Campground. This was countered by many comments that underlined the importance of the campground for their own personal use.

Q27 What are the best ways for the Municipality to share information about parks, recreation, and culture programs and services with you?

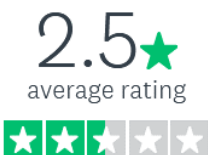
Interesting that there were responds in all categories however the top two were Website/online and Facebook.



In the open-ended responses, additional comments included:

- Earlier notification in newspapers
- Signage, especially at Pier
- Opt in email list
- Leverage social media & communication through other groups (e.g. Bruce Beach Cottagers' Association, Rate Payers Association)
- Make sure ads have actual website URL
- More frequent reminders on social

Q29: How would you rate the Municipality in getting information out on a timely, accurate and creative way?



The respondents rated the Municipality as 'Adequate' or a rating of 2.5.

Q30: Is there anything else you would like to tell us about your experience with the parks, recreation, programs and facilities in the Municipality of Kincardine?

There was an overwhelming response to this question with over 140 comments expressing a wide range of suggestions. Here is a summary of the themes:

1. Recreation Facility Utilization and Improvement:

- Concerns about underutilization of the pool and requests for more family-oriented swim and public skating times.
- Safety concerns during crowded skating sessions.
- Proposals for upgrading and improving existing facilities, including the Davidson Centre.

2. Community Engagement, Communication, and Collaboration:

- Criticism of the public input process for funding recreation programs.
- Suggestions for better communication, including the use of subscriber email lists.
- Calls for better cooperation with community groups and realigning spending within the existing tax burden.

3. Facility Maintenance, Development, and Upgrades:

- Emphasis on year-round maintenance of facilities and trails.
- Calls for interconnecting trails, better beachfront utilization, and improved amenities at the Davidson Centre.
- Proposals for using funds from the sale of assets for a new double ice pad arena, indoor pool, and gymnasium.

4. Awareness, Accessibility, and Advertising:

- Comments about a lack of awareness of available programs.
- Suggestions for improved advertising and communication of recreational offerings.

5. Beach and Outdoor Area Improvement:

- Suggestions for beach safety focus and improved parking.
- Positive feedback on the trails system and a desire for expanded emphasis on transportation options.

6. Pool and Indoor Facilities:

- Requests for a new/better pool with specific features like a walk-in/out ramp and water features.
- Indoor playground at the Davidson Centre.

7. Municipal Direction and Sports Facilities:

- Criticisms of the approach to Davidson Centre maintenance over the past 25 years.
- Calls for a new recreation facility and improvements to sports facilities, including baseball fields.

8. Child and Teen-Focused Facilities:

- Requests for a skate park and focus on facilities that attract younger families with kids.
- Recognition and support for the All Wheels Park project and a desire for more outlets for teenagers.
- Requests for outdoor activities like drop-in soccer and outdoor basketball.
- Calls for more attention to teenagers' recreational needs.

9. Tourism, Economic Development, and Paid Parking:

- Suggestions for utilizing land for economic development, attracting businesses, and streamlining approval processes.
- Recognition of the economic benefits of clean, safe parks, and recreation programs.
- Concerns about paid parking at the beach for non-MOK taxpayers.

10. Maintenance of Current Facilities and Volunteerism:

- Emphasis on maintaining current buildings and areas before building new facilities.
- Concerns about the municipality's utilization of volunteer services.

12. Miscellaneous Suggestions and Development Concerns:

- Specific suggestions like a dog poop depository at Inverhuron Beach, better trails, and attention to invasive plants.
- Opposition to development on sensitive land and calls for responsible development.

13. Pickleball Facilities:

- A divide in opinions on the importance and priority of pickleball facilities.
- Calls for dedicated pickleball courts, both indoor and outdoor.

14. Bluewater Trailer Park:

- Positive sentiments about the historical significance of Bluewater Trailer Park.
- Resistance to any changes or commercialization of the park, emphasizing its role in fostering community.

15. Accessibility and Inclusivity:

- A strong call for accessible playgrounds with ramps and inclusive features.
- Requests for programs focusing on nature and environmental education for young people.

Top 5 areas of concern

Youth and Recreational Facilities:

- Emphasis on the need for a skate park for youth.
- Desire for outdoor activities and facilities catering to teenagers.
- Critique of the survey for not recognizing events or facilities for the neglected teenage group.
- Emphasis on developing programs for teenagers and providing outlets for them.

Winter Facilities and Community Support:

- Request to keep washrooms open during the winter.
- Call for better and more reliable support for community groups interested in improvement projects.
- Concerns about underutilization of the pool.

Community Engagement and Collaboration:

- The municipality needs to work with and support community groups for park and trail development.
- Suggestions for better communication extending beyond the local community.
- Criticism of the public input process for funding recreation programs.
- Calls for better cooperation with community groups.

Pickleball:

- Mixed opinions on the importance and priority of pickleball facilities.
- Concerns about the fixation on pickleball courts and the perception that it's not a priority for most of the population.

Facility Maintenance, Utilization, and Development:

- Emphasis on year-round maintenance of facilities and trails.
- Calls for interconnecting trails, better beachfront utilization, and improved amenities at the Davidson Centre.
- Desire for ski/snowshoe trails in winter and events that create a sense of community.
- Proposals for using funds from the sale of assets for a new double ice pad arena, indoor pool, and gymnasium.
- Concerns about the condition of Davidson Center seating areas and a call for improved cleanliness.
- Recognition and preservation of natural spaces and community hubs.
- Desire to realign spending within the existing tax burden.

APPENDIX 1: IDRA PRESENTATION ON INVERHURON PARK

Submitted to McQueen Galloway Associates to be considered as part of this strategic planning process

INVERHURON UPPER PARK

**PRESENTED BY: THE INVERHURON DISTRICT RATEPAYERS ASSOCIATION TO: MUNICIPALITY OF KINCARDINE
RE: PARKS AND REC SUBMISSION ADDENDUM TO MGA GROUP REPORT**

Our purpose in submitting this brief to council is to provide both Council and Inverhuron residents with the unique opportunity to demonstrate the hidden benefits of collaborative partnerships.

Our community has in its midst a park area which, while sometimes muddy and bewildering, looks to us like an artistic blank slate. Meaning, given the right approach and patience, can be moulded into a park for the many generations and desires that makes up our eclectic community.

Back in the spring of 2023, we distributed an 'open question' survey to our community seeking an understanding of what their dream park would look like and within 2 weeks had a very good idea of what our blank slate could do. Thankfully our park is the size of 2 football fields side by side and heavily treed with cedar.

Collectively, the survey response spoke to structures and activities providing our community with more contact, more interaction and more opportunity for unique interest groups, activity groups and family outings. The results also spoke to the desire to act as stewards to a park that also responds to the quieter moments we seek while nurturing the curiosity of others. Indeed, in measuring key word responses, the clear winner was a park that bred a community identity and spirit.

We are not surprised to find these exact sentiments within the Introduction of THE OFFICIAL PLAN OF THE MUNICIPALITY OF KINCARDINE

- A coordinated, integrated and comprehensive approach will be encouraged by the Municipality when dealing with planning matters, including partnership opportunities with other public and private bodies
- New development will preserve the quality of life and the quality of the environment.

We believe that upon reviewing who we are and what we are capable of, this council will agree that the residents of Inverhuron, both seasonal and fulltime, are worth taking a risk with and given the tools to turn this blank slate into a work of art appealing to the many varied voices of our community. And in fact, they are already coming. In the past year we've seen the introduction of 2 new housing divisions whose families will be investors and taxpayers and will be part of the Inverhuron dynamic.

What follows is a presentation of who we are and how we've grown as a community. We look forward to the next opportunity to meet with council to expand on our ideas and what we can offer.

Sincerely

Gar Peterson, President

INVERHURON DISTRICT RATEPAYERS' ASSOCIATION



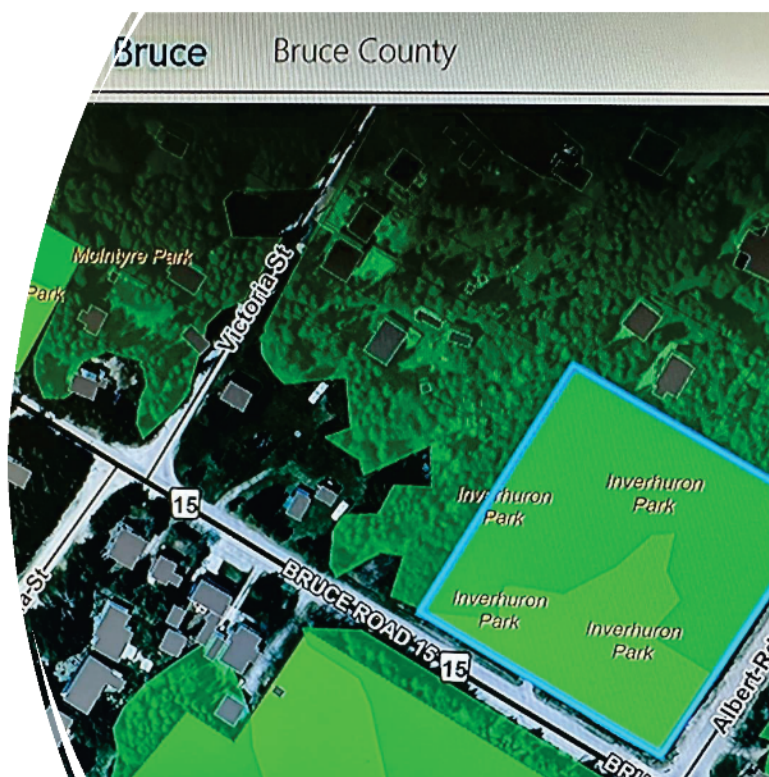
Purpose of our Presentation



- To be the voice of a community that is vibrant, engaged and motivated to maintain the best parts of our community while enhancing and expanding our ability to deepen our community relationships.
- We hope to impress upon you the overwhelming voice of this community and its desire to establish a community park which brings together intergenerational members of families and neighbors, being the hall mark of Inverhuron.

INVERHURON UPPER PARK

- The Inverhuron Upper Park is special in that its location, size and natural foliage provides the ability to address not only the recreational features listed by our community, but also the conservation request expressed by numerous residents.
- The size of the Upper Park, approaching 2 football fields, provides the basis of a park 'blank slate' on which to readily find a balance between recreation and conservation.



Inverhuron Park

- Is located at the junction of Bruce Rd 15 and Albert Rd.
- The park is centrally located along the east-west and north-south axis of the township, and spans both the east and south corners of the intersection.
- As evident in the above map by the darker shade of green, approximately 2/3rds of the park is treed.
- This feature provides us with a foundation upon which to develop a truly balanced outcome between conservation and recreation.



CURRENT FACILITIES PROVIDED

One Basketball hoop

Swing set for elder kids on the
southeast perimeter.

One Slide

Gravel foundation



WHATS MISSING ?

To clearly understand our community's needs,
opinions and wishes,

The IDRA took the decision to issue an open-
ended question survey to all residents of the
community.

What follows are their responses in their own
words.





QUESTION: Describe the benefits a developed park would bring to your family and the community.

(RESPONSES LISTED THROUGHOUT ARE ACTUAL WORD FOR WORD AND REFLECTIVE OF THE WHOLE)

- allow to meet neighbors and increase the use for the community

A gathering place for multi generations to enjoy sports, games and open spaces including park equipment

All local activities with no need to travel outside of the community

Would bring community together and where you could meet others from the area

A place to meet other residents, an alternative to the beach.



Describe the benefits a developed park would bring to your family and the community.

- Parks are an important part of belonging to a community
- Place to go and meet other residents, activities when lake water cold or rough.
- A community hub
- A chance to connect with other community members



Describe the benefits a developed park would bring to your family and the community.

- gathering place for children and families
- Social connections
- Green space for the soul
- Splash pad for little ones
- Keeping children active keeps everyone happy.
- Close by recreational activities within walking distance
- safe place for children to play and for adults to get exercise
- We really need stuff for our young teens! Just somewhere for them to hangout. Having something down the street would be amazing!
- Safe area to develop relationships with new people in community. Also, to foster healthy habits (walking, exercise)

“KEYWORDS” are informative

- The frequency of Key words are tabulated to clearly illustrate the intent and sentiment provided by the survey responses.
- The utility of this approach can be reflected in our planning and staging of the park's development.
- For instance, 'walking paths' are valued second only to the shaded picnic area and hence is prioritized in the design stage.
- The prioritized interest reflected in the following chart can be further used to address funding schedules and implementation priorities.



Describe the benefits a developed park would bring to your family and the community.

KEYWORDS	POSITIVE VALUE	KEYWORDS	POSITIVE VALUE
	FREQUENCY		FREQUENCY
FAMILY(IES)	24	SAFE/FUN	8
CHILDREN/KIDS/GRAND	18	EXERCOSE/OUTDOOR	13
COMMUNITY	23	ACTIVITY	19
TOGETHER/GROUP	9	ALTERNATIVES	8
MEETING/GATHER/CONNECT	21		
TOTALS	85		48
KEYWORDS		CONCERNS	
NOISE		1	
TREES		3	

The above chart’s illustration of ‘key words’ provides us with a glimpse into the values held within a family and by extension the community and can be reinforced by a park design.

QUESTION 3: What is your primary reason/activity for visiting a park

KEYWORDS	FREQUENCY	%	KEYWORDS	FREQUENCY	%
EXERCISE	45	57%	KIDS/FAMILY GRANDKIDS	24	30%
RELAX/WALKS GREENSPACE	11	14%	ALTERNATIVE TO BEACH	ALL	100%
COMMUNITY	17	21%			

PERCENTAGE IS BASED ON 86 RESPONSES

The above chart’s illustration of ‘key words’ provides us with a glimpse into the ACTIVITY HIERARCHY reflected in the responses

QUESTION 4: How would accessibility to an activity park within Inverhuron for all ages impact your impressions of our community

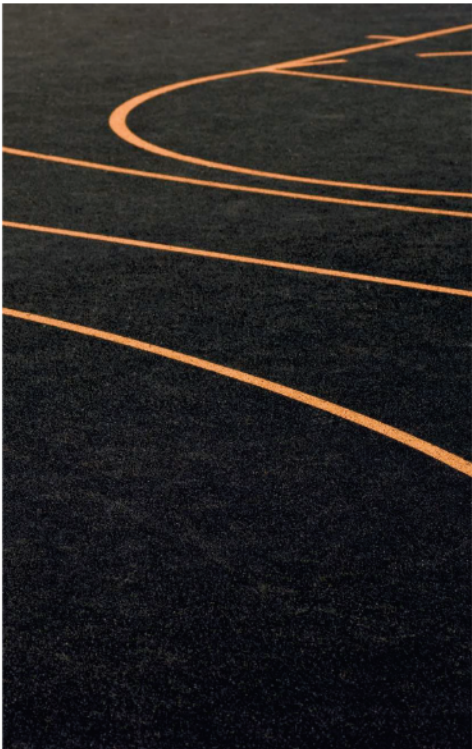
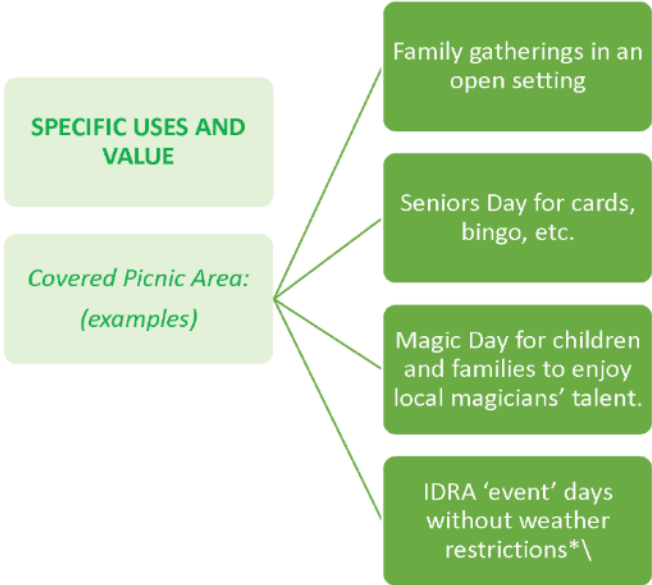
- *It would be a welcome mat to the front door of Inverhuron.*
- *Definitely more opportunity to meet new community members*
- *It would be a wonderful addition to the community*
- *Safe place for all ages to accumulate*
- *It would be nice to feel that Inverhuron has had some investment from the town. Our playground has not been updated in two decades and is very basic*
- *favourable impression of a community which is interested in its residents*
- *Community involvement and interaction for the wellbeing of all ages.*
- *Inclusive*
- *Think it would be a great add for everyone. One more fun/active thing for people to enjoy*
- *I think it would be great to be able to use and see a real activity part four those in Inverhuron*



CONCERNS*:

- *"Use the trees and forested areas to explore."*
- *"No benefits if Green space is limited, and trees are removed."*
- *"An undeveloped, treed walking path that preserves some of Inverhuron. Too many trees have been removed, and enough development already"*
- **The concerns re preservation of trees and forest are addressed in the design stage of the project and discussed within the framework of*
- *'STAGING AND INTEGRATION (not included in this presentation)*

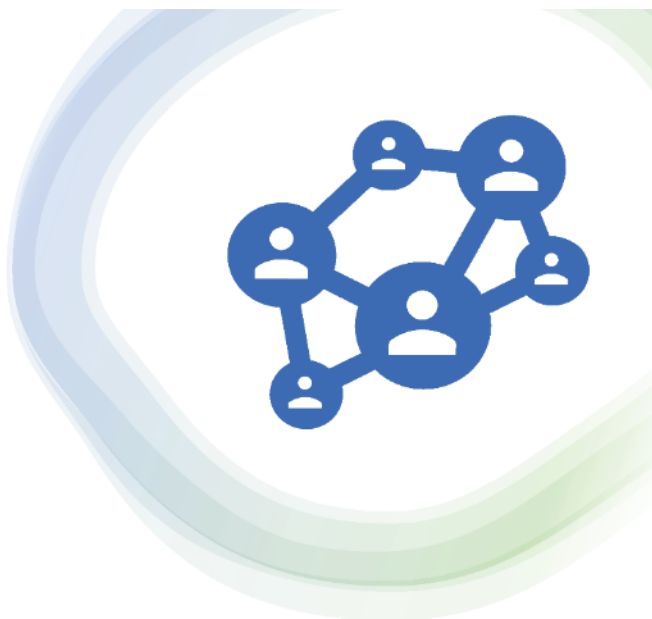
GET CREATIVE with the IDRA



GET CREATIVE WITH THE IDRA

- ADDITIONAL ACTIVITIES
- OPEN SPACES FOR ORGANIZED ACTIVITIES SUCH AS FRISBEE, MINI SOCCER, MINI BASEBALL
- EDUCATIONAL FOCUS FOR SMALL GROUPS
 - (SMALLER OPEN ISLAND SPACES WITHIN THE PERIMETERS OF THE TREED AREA WITH APPROPRIATE STRUCTURES. IE OPEN GAZEBOES)
 - EXAMPLES
 - HISTORICAL CORNER
 - BIKE CARE AND MAINTENANCE
 - MUSIC LESSONS
 - INDIGENOUS CORNER
 - PAINTING LESSON
 - ARTS AND CRAFTS

- *"Community involvement and interaction for the wellbeing of all ages."*
- *"It would create a center of activity for the community."*
- *"It would be a welcome mat to the front door of Inverhuron."*
- *"Definitely more opportunity to meet new community members."*
- *"It would be a wonderful addition to the community."*
- *"Improving the community for generations to come."*
- *"So many IDRA events that could be expanded, to include more activities for children, teens and adults alike."*
 - *..." would be proud to have this in our communities."*
- *"Would make our experience richer, meet more of the community."*
- *"Would definitely add more to our overall quality of life!"*
- *"It would prove that the community is invested in making the area better for all the different generations that live, cottage or rent here."*



SURVEY RESPONSE

SUMS IT UP !

A community that invests in itself is impressive. The upper park is an introduction to the community, and first impressions have a powerful effect on future opinions of Inverhuron; for both recreation and tourism. Just as importantly, a development of this kind is fundamental to a sustained community development process encouraging continued and future securement of resources. Investment that has impact.



The people who will make this happen

- We are fortunate to have so many dedicated volunteers who both support and are members of the INVERHURON DISTRICT RATE PAYERS' ASSOCIATION (IDRA)



ACTIVE AND SUPPORTED

- An event was planned and hosted by the volunteer members of the IDRA on a biweekly basis over the summer of 2023,
- Kids Day attracted a record 124 youngsters



ACTIVE AND SUPPORTED

- We hope this small sample will convey the depth of support and ongoing commitment our IDRA receives from our community



GIVE US A CHANCE TO SHOW OFF

- Our IDRA acts as a lens focusing the energy of our community in value expressed activities.
- Our new Inverhuron Park will be the next beneficiary of that focus, which is why we feel assured our representations to you of continued use and fulfillment will come from this investment.
- We believe our community has demonstrated the strength of commitment to fund, design, build and sustain a community park that reinforces the many values expressed in our survey.
- And we believe our community has stated this clearly, emphatically and categorically.





What You Can Do For Us

- **Trust Us!**

- Enter into a partnership with our community whereby the IDRA or its agency assumes responsibility for developing our park as envisioned by our community survey.
- Provide us with a 99-year lease and a bit of seed capital and we will take it from there..



What We Can Do For You

- We will provide a **"Model of Collaboration"** that is:
 - Efficient with the use of our community resources
 - Responsive to the changing character and needs of our community
 - Cost effective in developing, funding, and maintaining a community park that truly addresses the needs and capacities of its community.
 - Utilizes our status as a Registered Charitable Organization to efficiently raise capital and attract the services needed in creating and managing a park
 - **MOST IMPORTANT: A relationship that does not add to the annual tax gap as projected in the AMP 2022**

What Makes Us Different



- We have the ability to attract the support of our local businesses for our project in a very tax effective manner.
- A portion of the cost of each service delivered can be offset using the Charitable Donation deduction provided by our Registered Charitable designation.
- We currently have 2 local businesses which have indicated their willingness to support the project on a deductible charitable basis.
- We intend to add several more.

What Makes Us Different:

Our Reputation



- The IDRA has been in existence since 1978 and has built a trusting relationship with several generations of volunteers each and every summer.
- We are an organization whose service is built on volunteers and relies on volunteers for program delivery.
- Building and maintaining a park responsive to its community relies upon the foundation our IDRA has established and the trust our community has in the IDRA.

GENERATIONS

- INVERHURON is known to be one of the founding centers of Kincardine. We have a long history bridged by generations of the same family name.
- Prior to the settler lineage, a society of indigenous peoples called this region home. And their family names continue to this day.
- Our intention is to build a park that will not only celebrate a blended intersection of conservation and recreation, but also the matrix of peoples whom this land has supported and who in turn have called home.

“WE LOOK FORWARD TO IMPRESSING YOU”

