

A photograph of children playing on a sandy beach. In the foreground, a young girl with blonde hair tied in a bun is smiling and reaching towards the camera. Behind her, another child is smiling. In the background, other children are playing on the sand, and a volleyball net is visible. The scene is outdoors with trees and a cloudy sky in the distance.

Norfolk County Master Recreation Plan

MAY 2025

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1.0 - Overview

With a theme of “Recreation Without Borders,” the plan aims to chart a visionary future for recreation that will enrich our community’s fabric and create abundant opportunities for leisure, growth, inclusivity, and connection.

This comprehensive plan will articulate a cohesive vision and serve as a strategic roadmap for its implementation, ultimately enriching the quality of life for all residents. The plan will focus on recommendations covering programs, facilities, quality-of-life improvements, and staffing considerations while being mindful of the financial and economic impacts.



1.1 - Goals Driving Recreation Without Borders

Enhanced Quality of Life - We are committed to enhancing and sustaining the quality of life in Norfolk County through a diverse array of recreational initiatives that meet the needs and aspirations of all residents.

Sustainability - Our plan is not only visionary, but also actionable, economically feasible, and sustainable, ensuring that Norfolk County continues to thrive for generations to come.

Inclusivity - We recognize the importance of inclusivity and diversity. Hence, we are dedicated to actively listening to and interpreting the perspectives of all represented areas within Norfolk County, ensuring that every voice is heard and valued.

Comprehensive Community Engagement - We are committed to providing the community with a comprehensive plan for the future. This includes both short-term and long-term goals that are sustainable, efficient, and responsive to evolving and changing needs.

Employment - Through this plan, we seek to optimize staffing services, and refine organizational structures, thereby creating a robust framework to support its seamless implementation.

1.2 - Scope of Recreation Without Borders

"The scope of the project entails the assessment and development of indoor and outdoor recreation facilities, parks, and open spaces. Additionally, it includes the planning and implementation of diverse programs and services encompassing sports tourism and economic development. Demographic shifts, emerging trends, evolving interests, and the challenges posed by aging infrastructure will be carefully considered within this scope. The aim is to create a comprehensive and sustainable plan that addresses the present and future needs of the Norfolk County community."

1.3 - Background

"In 2015, Council approved a Master Recreation Plan to provide strategic direction for the future. A recreation facilities feasibility study update was presented in 2019 to address the Canadian infrastructure program, along with a staff recreation facilities process roadmap outlining steps to be taken to achieve future planning. This 2024 updated iteration will streamline recommendations, acknowledging the resource constraints of the recreation department, funding limitations, and taxpayer concerns about rising costs. The focus will be on conducting high-level research and detailed community engagement to identify pressing needs, opportunities, and priorities for parks, recreation, and sports tourism. The process will be transparent and inclusive, ensuring accessibility and openness to the public throughout."

1.4 - Master Recreation Plan Phases



Phase One: Background Assessment

- Review of historical context
- Analysis of current trends
- Examination of demographic data
- Community engagement through various channels (open houses, meetings, interviews, workshops) to identify desired changes, reasons for change, and elements that should remain unchanged
- Identification of user groups and stakeholder engagement, including Mayor/Council/Staff, Community and facilities stakeholders, School Board, Program, Parks/Facility Inventory

Phase Two: Needs Assessment

- Collection of data from stakeholders
- Analysis of past, current, and projected registrants
- Assessment of future community needs
- Compilation of data from previous and current reports, including the Official Plan, Strategic Plan 2022, Master Plan 2015, Growth Study 2024, Recreation Facilities Feasibility Study 2019, Staff reports on Recreation Facility review (process map, Community Needs Assessment (Health and Social Services 2022), People Plan and The Hub report
- Development of an Implementation Plan
- Drafting of the Recreation Plan

Phase Three: Plan Finalization and Presentation

- Presentation to Adv Committee, Council- in Committee ,
- Recreation and Parks Advisory Committee
- Public engagement through open houses and ENGAGE Norfolk for feedback
- Finalization of the plan based on feedback and input
- Presentation of the Master Recreation Plan and the recommendations to Council-in- Committee for and Council for approval

This structured approach ensures thorough research, community input, and alignment with existing plans and data sources, ultimately leading to a well-informed and actionable Master Recreation Plan for Norfolk County.

2.0 - Master Recreation Plan Community Engagement Strategy

2.1 - Overview

The Engagement process for the Master Recreation Plan – Recreation Without Borders – is rooted in inclusivity and responsiveness to the community's diverse needs. The Community Engagement Strategy was designed to ensure that various groups, from residents and stakeholders to staff and Council members, have ample opportunities to provide input and shape the direction of the plan. By utilizing multiple consultation tactics, the strategy prioritizes gathering a wide range of perspectives and ideas.

Public engagement is integral to the success of the plan, ensuring that the recreation services developed are reflective of the community's aspirations. Throughout the process, residents had multiple opportunities to participate, which helped highlight key themes and needs. The process also included ongoing collaboration with the Facilities Review project, allowing both initiatives to exchange relevant data and information. This partnership ensured that both projects were aligned and supported the overall development of well-rounded, sustainable recreation services and facilities that truly serve the community's diverse needs.

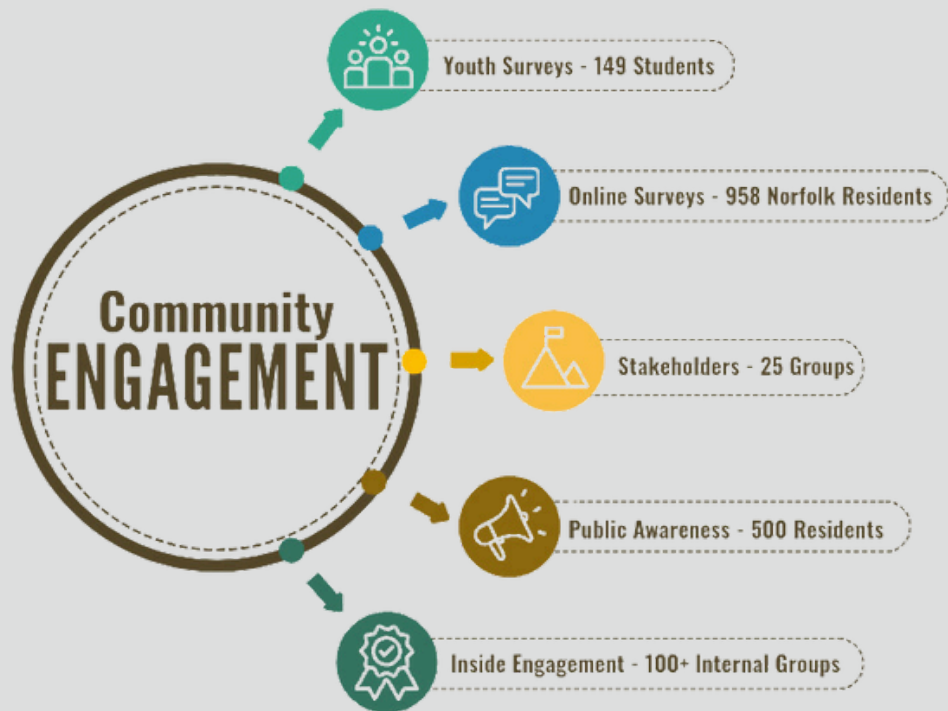
The feedback gathered through this comprehensive consultation will serve as a foundation for making informed decisions, ensuring that the final Master Recreation Plan truly addresses the priorities of the community.

2.2 - Norfolk Strategy Plan Alignment with Council Priorities and Initiatives



2.3 - Community Engagement Strategy Summary

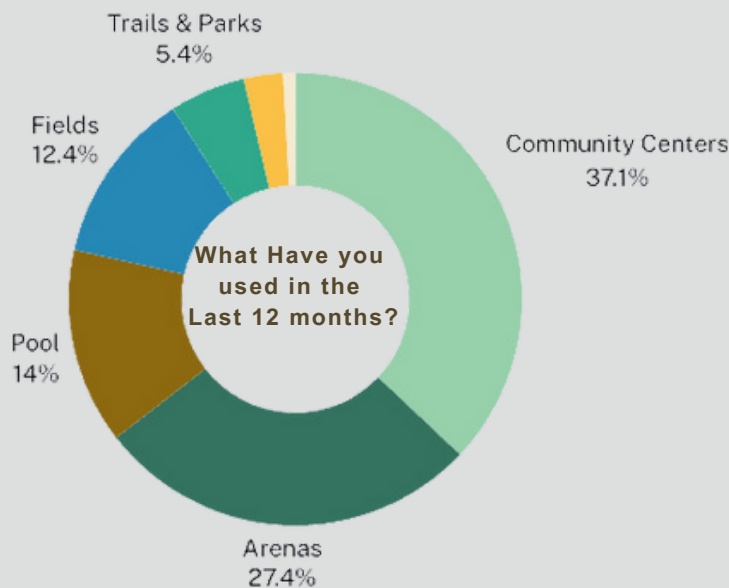
Key Community engagement tactics utilized for this Master Recreation Plan have included the following:



2.4 - Details of Community Engagement Strategy

2.4.1 - Survey - Community

A survey for the community was conducted in the summer of 2024 into the fall of 2024 to collect input about recreation and parks needs and priorities in Norfolk. The survey with 958 responses gathered information about participation and barriers, facility use, suggested improvements, priorities of investment, and opinions on various statements. The survey was conducted online through ENGAGE Norfolk and by hardcopy in various locations through the county in three seniors centres, libraries and the Simcoe Community centre.



Top Ten things that participants want to experience in Norfolk County:

- New Pool
- Walking Track/fitness
- Pickleball
- New Facility
- Biking
- Volleyball/Basketball courts
- Horseback riding on trails
- Indoor soccer
- Gym
- Outdoor Fitness

The following is a high level summary of the responding households through the online ENGAGE Survey:

QUESTION	HIGHEST RESPONSE	SECOND RESPONSE	LOWEST RESPONSE
PARTICIPATION TRANSPORTATION MODE	OWN VEHICLE - 916	WALK - 294	BUS - 12
HOW FAR ARE YOU WILLING TO TRAVEL	10-25 KM - 420	6-10 KM - 260	5KM - 89
TIME PREFERENCE TO PARTICIPATE	WEEKDAY 4-7 PM - 459	WEEKDAY 6AM-11AM - 388	WEEKEND 7-10 PM - 170
SPENDING PER MONTH - PERSONAL	\$26 TO \$100 - 315	\$1- \$25 - 264	\$500+ - 18
SPEND PER MONTH - FAMILY	\$26 TO \$100 - 205	\$101 TO \$250 - 195	\$50+ - 83
HOW DO YOU PREFER TO PAY	PROGRAM REGISTRATION FEE - 291	DROP IN FEE - 264	SINGLE ACTIVITY - 179
RECREATIONAL ACTIVITIES PARTICIPATION	SWIMMING/FITNESS/ WELLNESS - 707	SPORTS - 574	GENERAL INTEREST - 121
HOURS PER WEEK PARTICIPATION	6 TO 10 HRS - 340	1 TO 5 HOURS - 300	21 HOURS - 47
MOST IMPORTANT FEATURE	PHYSICALLY ACTIVE - 695	FITS SCHEDULE - 422	OTHER - 17
BARRIER TO PARTICIPATING	NOT AVAILABLE - 502	EXPENSIVE - 421	LANGUAGE - 2
HOW DO YOU FIND OUT ABOUT RECREATION OPPORTUNITIES	WORD OF MOUTH - 727	SPECIAL EVENTS - 73	OTHER - 24
WHERE WOULD YOU LIKE TO SEE NEW FACILITIES	WARD 5 - 524	PORT DOVER - 302	WARD 2 - 108
TYPE OF PROGRAMS YOU WANT	SWIMMING/FITNESS - 669	GENERAL INTEREST - 21	OTHER - 144

QUESTION	HIGHEST RESPONSE	SECOND RESPONSE	LOWEST RESPONSE
RECREATION SHOULD BE FUNDED BY	INCREASED USER FEES - 570	ADDITIONAL FACILITY RENTAL -454	OTHER - 76
QUALITY OR QUANTITY PARKS	QUALITY 445	MIX OF BOTH - 377	OTHER - 50
QUALITY OR QUANTITY OF FACILITIES	MIX OF BOTH - 434	QUALITY - 337	OTHER 51
ACCESS TO OLDER VS NEWER FACILITY	ACCESS TO OLDER - 519	ACCESS TO NEWER - 439	
CUSTOMER SERVICE EXPERIENCE PROGRAMS	NO EXPERIENCE - 438	GOOD - 203	NOT GOOD - 13
CUSTOMER SERVICE EXPERIENCE FACILITIES	NO EXPERIENCE - 398	GOOD - 233	GREAT - 145
AVERAGE AGE	60 TO 65 - 252	70+ - 174	14 TO 18 - 2

1. *Journal of the American Medical Association*, 2000; 284: 2689-2695.

The first question asked residents to define what recreation means to them. This was an effort to understand how people perceive recreational activities, what kinds of pastimes they enjoy, and what services or programs they associate with recreation.

Lastly, the survey asked participants about their favorite memory growing up in Norfolk. This question encouraged residents to reflect on their childhood experiences, offering a personal glimpse into what makes Norfolk memorable and meaningful to those who have lived there.

[illegible]

- Recreation is an environment that allows for all people of all mobilities to gather and socialize while ensuring opportunities to keep our bodies and mind in motion
- Recreation means having infrastructure and activities in place to serve the community
- Recreation is an activity that brings a combination of things together
- Community brought together through sports and activities

1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 26

Summary of Youth Respondents (178)

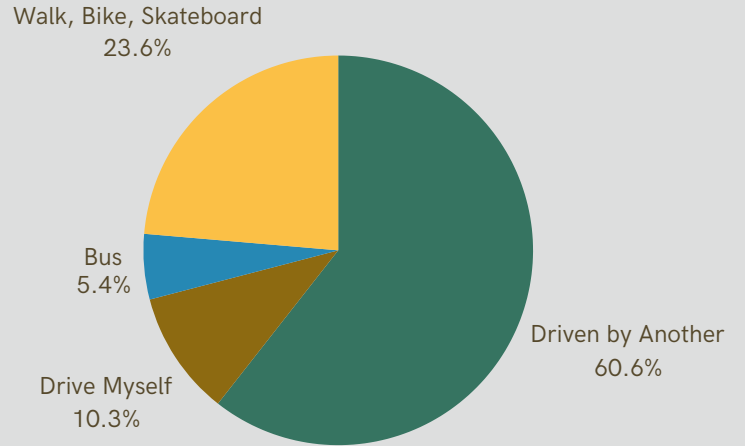


Activity	Number of People
Hockey	30
Volleyball	25
Basketball	30
Figure Skating	30
Soccer	25
Indoor Soccer	30
Baseball	25
Football	20
Outdoor Skating	30
Car Show	8
Dog Show	8
Triathlons	7
Taekwondo	5
Church	3
Laser Tag	3
Fishing Derby	4
Swimming	25
Biking	10

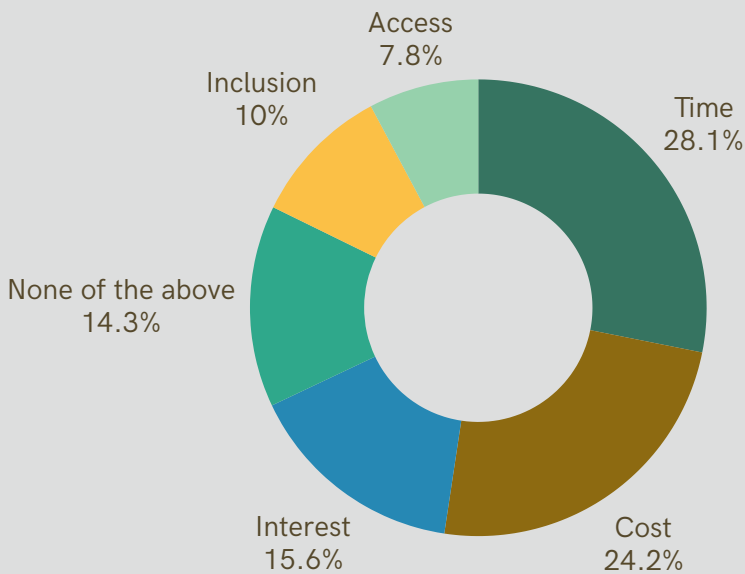
What Keeps you living in Norfolk



If you are going somewhere to take part in an activity, how do you get there?



Barriers to Participating in Activities



What do you like to do in your free time?



2.4.4 - Utilization of Outside Research Consultants

Consultants Research

Utilize the expertise of communities and municipal comparatives, groups and organizations and consultants to provide insights, recommendations, and best practices from other similar projects or communities.

2.4.5 - Council workshop

A council working session was held to gain insights into their perspectives on parks and recreation in Norfolk County. The session focused on identifying key priorities, exploring ways to enhance these features to improve the quality of life for both current and future residents, and understanding their expectations for the Master Plan. Below is a summary of the key themes that emerged from the discussions.

Key Themes from the Council workshop:

- Recreation spaces should foster a **strong sense of community**, accessible to all residents across all demographics, including children, seniors, and people with disabilities. These spaces must offer safe environments, good programming, and hubs of activity that encourage participation, growth, and skill development. They should serve as microcosms of the broader community, driving growth and economic development. While municipalities cannot supply all recreational needs, affordability is key for new facilities, ensuring they are accessible to everyone. These spaces should focus on providing opportunities for all, while balancing cost-effectiveness and meeting diverse needs.
- The plan should focus on **consolidation and sustainability**, ensuring long-term value for taxpayers and user groups. It should avoid duplicating services already provided by the private sector and prioritize affordability and accessibility across geographic areas. Existing facilities should be upgraded, and new amenities should complement private offerings, such as lakefront spaces and passive areas like parks and courts. Communication with the public is key, including a clear process for proposing new initiatives. A customer service approach should make booking easy, and any new facilities or upgrades should be multipurpose, realistic, and align with the overall vision. User fees should be affordable, and the plan should address when and how to invest in new facilities while filling gaps without competing with private services.
- The plan should avoid pouring money into inadequate facilities without considering more **efficient alternatives**, such as building new ones. It should not dictate what people need but rather listen to the community's input. A clear communication system is necessary, with a designated point of contact for inquiries. Programming should remain affordable, and there should be no competition with private services. The plan should avoid centralized facilities that might undermine community identity and ensure it reflects the needs of all residents, including summer residents. The focus should be on filling gaps without duplicating existing amenities, and the vision should prioritize long-term solutions over temporary fixes.
- The **roadblocks** for the proposed plan include limited funding, an aging demographic, and potential community division or loss of amenities in certain areas.
- It's important to focus on equity and gain a better understanding of **existing resources** and community needs. There's currently a lack of data on who uses programs and facilities, where revenues come from, and how resources are distributed. A thorough **market assessment** of recreation trends and clear facts about demand are essential. Engaging with outside groups and considering higher subsidies for external patrons can improve fairness. The plan should **align resources** with actual needs and connect recreational development with broader goals such as **economic growth**, community cohesion, and talent retention. Additionally, adults may be missing social amenities, like nighttime spaces and places to gather, which could be addressed by incorporating cafes or gathering areas in new facilities.

- **Indoor Turf & Ice Facilities:** Strong interest in indoor turf for soccer and the desire for an integrated facility that includes both an ice rink and pool, as well as increased offerings for men's soccer and more opportunities for competitive (rep) soccer.
- **Media and Promotion:** The need for dedicated social media channels for recreation, along with improved promotion and media presence to raise awareness of programs and facilities.
- **Facility Accessibility:** Calls for greater accessibility across facilities and programs, including simple but impactful changes like adding change tables in men's washrooms to accommodate all users.

2.4.8 - Stakeholder Meeting Summary

Stakeholder meetings were held with a wide range of local sports organizations and clubs in Norfolk. These included boys' and girls' hockey leagues, skating clubs, adult men's and women's leagues, soccer clubs, baseball, tennis, pickleball, volleyball, quilting groups, curling clubs, special needs athletes, Ringette, and the Turkey Point Mountain Biking Club. These meetings were aimed at assessing current and future facility needs, understanding the growth and requirements of each group, and gaining insight into their histories and experiences with recreation in the county.

Additionally, an open house was hosted at the Simcoe Recreation Centre, inviting all indoor and outdoor facility users to provide feedback on the "Recreation Without Borders" initiative. The key findings from these consultations are summarized below:

- **Recreation Priority:** A strong call emerged to prioritize recreation in the County's planning and investments, with an emphasis on how recreational opportunities can improve community health and well-being. Support for recreation-first policies was voiced, highlighting the importance of investing in infrastructure and services that promote active, healthy lifestyles for all residents.
- **Facility Needs & Improvements:** Stakeholders identified several key facility needs, including the development of new ice rinks in a centralized location to accommodate growing demand, along with more ice time for leagues. There was also a call for a bring double-pad ice rink and walking track for multi-purpose use, as well as a 25-meter pool with a therapeutic pool for seniors and therapy programs. Indoor soccer space and additional outdoor soccer fields are needed to support expanding participation. The need for indoor training gyms and off-ice training spaces was also emphasized for various sports. In addition, there is growing demand for pickleball courts both indoors and outdoors, and the development of gravel bike pathways and free bike trails for cycling enthusiasts.
- **Access & Equity:** Improving ice time for women's and girls' hockey was a key priority, with calls for dedicated home bases for these teams. There was also a focus on increasing accessibility for sledge hockey players and adaptive sports to ensure more inclusive participation. "Affordable and accessible facilities are crucial for creating inclusive environments, with a particular focus on providing proper elevators, ramps, and washrooms. Ensuring that outdoor locations, in particular, have well-designed washrooms is essential to improve the overall user experience. Accessible washrooms not only enhance convenience but also ensure that all individuals, regardless of their physical abilities, can enjoy these spaces. Addressing these needs is vital for promoting equity and accessibility in public areas, making them usable and welcoming for everyone."
- **Community & Shared Spaces:** Stakeholders emphasized the need for local community centers that could be shared by various user groups, fostering greater collaboration and space efficiency. There was also a desire for coaches' offices and better storage solutions for teams to support smoother operations. A key takeaway was the call for a clear vision for the future of recreation in Norfolk County, ensuring that the community's evolving needs are met through forward-thinking planning.

2.4.6 - Recreation and Parks Advisory Committee Workshop

A working session with the Recreation and Parks Advisory Committee was conducted to gather their perspectives on parks and recreation in Norfolk County. The session aimed to identify key priority areas, discuss potential improvements to these amenities, and explore how they can better serve the needs of current and future residents. Additionally, the group shared their expectations and vision for the Master Plan moving forward.

Key Themes from the Recreation and Parks Advisory Committee Workshop:

- **Youth Programs:** There is a strong desire for programs that engage and support youth, providing them with meaningful recreational opportunities.
- **Walking Track and Community Centre's:** The need for accessible community centre's with amenities such as walking tracks and gyms that are open to the public.
- **Maintenance and Transparency:** A focus on maintaining existing facilities, with clear communication about how the recreation system works and how decisions are made.
- **Vision and Aspirations:** The importance of developing a clear vision that is achievable, ensuring the Master Plan is actionable and not just left on a shelf.
- **Drop-In Programs:** A call for more drop-in programs to encourage casual participation and make recreation more flexible and accessible.
- **Stronger School Partnerships:** A desire for better collaboration and partnerships with schools to integrate recreation programs with educational opportunities.

2.4.7 - Departmental Staff Workshops

Workshops with departmental staff were facilitated with brainstorming, idea generation, and collaboration on potential initiatives and improvements on how to make their working environment better and how they saw recreation in the future for those they are currently serving. Front line staff have the best view. Working sessions were held with staff from various areas including Aquatic, Community Program, Operations department lead hand and supervisors, summer students and Community development division.

Key Themes from Staff workshops and sessions Feedback:

- **New Facilities:** There is a strong need for a new 25-meter pool, complete with a therapeutic pool for seniors, as well as spaces for lessons and therapy sessions.
- **Indoor Amenities:** The demand for an indoor walking track and gymnasium to accommodate basketball, volleyball, and other recreational activities.
- **Outdoor Rink:** Interest in an outdoor skating rink to enhance winter recreation opportunities.
- **Events & Youth Programs:** A desire for more community events such as live music and concerts, and a particular need for youth programs. There is concern about a lack of places for youth to go on weekends, limited transportation, and a lack of attractions for this age group.
- **Affordable and Accessible Fitness:** Calls for 24-hour fitness facilities with affordable membership options, as well as introductory programs for learning different sports and activities.
- **Staffing and Support:** The need for a better staff-to-service ratio, along with improved staff training and integration of staff under one department to ensure consistent service delivery.
- **Social Determinants of Health:** Advocacy for a position to council highlighting how limited access to recreation negatively impacts social determinants of health, such as physical and mental well-being.
- **Inclusive Recreation:** Addressing the historic separation of communities in recreation services, with an emphasis that recreation should be inclusive and available to all.

- **Communication & Collaboration:** Improving promotion and awareness of available programs and facility rentals was a recurring theme, as many users felt that better communication could increase participation. There was also a strong push for stronger partnerships with user groups to help communicate what each organization offers, and for improved communication on the availability of facilities to maximize their usage.

2.4.9 - Seniors Centre Members Stakeholders Meeting Summary

Senior meetings were held across Norfolk at local senior centre's to understand the past experiences of senior groups and identify barriers they face. The following key findings emerged:

- **Facility Needs & Accessibility:** Seniors expressed concerns about the time restrictions of community centre's, with many centre's not being open on holidays. There was a strong request for dedicated spaces in Port Dover and Delhi to host senior programs such as fitness classes, book clubs, and social discussions. There is also a need for multi-purpose rooms of the appropriate size and elevators in all facilities, particularly those with second floors. Additionally, there was interest in renovating or replacing older community halls that are nearing the end of their service life. The Simcoe Recreation Centre should remain as is, without the ice being put back in, to better serve other recreational needs. It was also noted that pickleball courts in Simcoe and other locations need proper flooring to support safe and enjoyable play.
- **Program & Service Needs:** Seniors emphasized that programs need to be affordable to ensure they are accessible to all. There is also a need to expand transportation services to allow seniors to travel easily across Norfolk County, ensuring they can participate in recreational activities. A commercial kitchen was identified as essential for certain programs, such as meal preparation and cooking classes. Finally, seniors called for programming that is better tailored to meet their specific needs, creating opportunities for greater engagement and participation.
- **Access to Outdoor Spaces:** Seniors highlighted the importance of bike paths, especially routes connecting more areas beyond the east/west paths in Port Dover. Access to waterfronts was also identified as a key priority. It was noted that new developments should ensure public access to water and provide connected walking and biking paths for seniors.

3.0 - Trends Research

The design and delivery of recreation services and facilities are constantly evolving to meet changing community needs and preferences. This section outlines the current trends and leading practices in the recreational sector that are shaping our approach. By understanding and integrating these trends, we ensure that our strategy remains relevant and effectively serves our community's diverse and dynamic needs.

TRENDS RESEARCH THE CURRENT TRENDS & LEADING PRACTICES IN THE RECREATION SECTOR



3.1 - Indoor Recreation

- Aquatics – Emerging aquatic facility designs (fitness and leisure swimming, therapeutic programs for seniors, and splash pads/water parks for children, accessible facilities).
- Accessibility – making indoor and outdoor facilities accessible for people of all ages and abilities. Indoor facilities must comply with the provincial Accessibility regulations (AODA). Encouraging cycling and walking to access facilities.
- Flexible multi-use, multi-generational – Increasing focus on creating flexible multi-use “destination” facilities as recreation, entertainment and family centre’s and community hubs.
- Multi-purpose facilities - Sport tourism –Throughout Canada, sport tourism represents a growing market and providing facilities to accommodate this is an important consideration.
- Sustainability – Increasing focus on the overall sustainability of a facility (e.g.,net zero/carbon neutral).

3.2 - Outdoor Recreation

- Active transportation infrastructure for commute and recreation – improves safety, accessibility, and affordability of recreation.
- Basketball (established but growing in demand among youth),
- Beach volleyball,
- Cricket (growing in demand),
- Pickleball (growing in popularity),
- Tennis (established but growing in demand),
- Trails – developing new and connecting local and regional trails,
- Waterfront development and placemaking;
- Unstructured and self-guided activities, including hiking, cycling, jogging, skating, snowshoeing, skiing, yoga and fitness in parks, / unorganized sports: soccer, hockey, etc.
- Youth parks: Mountain biking, skateboard parks, BMX / Pump Tracks.

3.3 - Service Delivery

The 2017 Canadian Survey on Disability found that approximately 22% of Canadians are living with some form of disability. Applying the national average to Norfolk County population suggests that there could be nearly 14,000 residents living with some form of disability.

3.4 - Parkland and Open Spaces

- Accessible Design Standards – Many municipalities have created their own Accessibility Guidelines for development that exceed the minimum Ontario standards.
- Active and Passive Parkland – Open space areas that include or are suitable for the development of more structured and less structured recreational facilities and activities, respectively.
- Age-Friendly Approach – Parks and open spaces are increasingly designed as inclusive spaces for example by providing multi-generational amenities.
- Equity and Inclusivity – The amenities and services provided within parks and open spaces should be accessible and affordable to all, regardless of age, race, ethnicity, gender, sexual orientation, socio-economic status, or physical and cognitive abilities.
- Improving links and connections – Connecting Trails, Parks, Facilities, establishing Active Transportation routes
- Sustainable Design Strategies – The inclusion of Low Impact Development site design strategies aim to improve stormwater management

3.5 - Programming and Events

- Removing Barriers to Participation – Promoting and fostering participation in physical activity for all ages, diverse identities, social and economic backgrounds and various abilities;
- Promoting Active Transportation to support access to recreation opportunities and facilities;
- The need to (re)assess opportunities diversify the suite of program options to address changes in preferences for participation;
- The decline in sport participation in favor of unorganized and/or self-directed leisure activity;
- Increase in the uptake of outdoor activities in all seasons as a result of COVID epidemics;
- Effective monitoring systems help inform municipal responses to parks and recreation program demand

3.6 - Technology

The use of technology has revolutionized every industry in multiple ways. From a parks and recreation perspective, these changes are being brought by the growing demand to deliver holistic, outcome driven programming and services that meet the diverse needs of the community. Current trends can include wearable technology, online bookings and registrations, interactive fitness, virtual programming, connecting with nature through mobile applications, Wi-Fi in parks, and social networking.

3.7 - Stats for Successful Master Recreation Plans

There are various statistics and studies that highlight the effectiveness and success factors of Master Recreation Plans, though specific numbers can vary depending on the region and context. Here are some key areas with relevant statistics:

1. Community Involvement:

- According to a report by the National Recreation and Park Association (NRPA), communities with high levels of public engagement in park and recreation planning have been shown to have higher satisfaction rates and increased use of facilities. Studies suggest that parks and recreation departments with community involvement see up to a 30% increase in usage and satisfaction.

2. Funding and Resources:

- The NRPA's "2018 PRORAGIS Benchmark Report" found that jurisdictions with dedicated funding sources for parks and recreation are more likely to report successful outcomes. Organizations with stable funding streams often achieve 20-30% higher satisfaction scores compared to those relying on fluctuating or one-time funds.

3. Strategic Planning and Implementation:

- Research from the National Park Service (NPS) indicates that jurisdictions with comprehensive and strategic master plans experience more successful implementation and fewer delays. Areas with clear plans and timelines see a 40% improvement in project completion rates compared to those without detailed planning.

4. Evaluation and Adaptability:

- A study published in the "Journal of Park and Recreation Administration" found that parks and recreation agencies that regularly evaluate and update their master plans based on community feedback and performance metrics improve their program effectiveness by about 25%.

5. Economic Impact:

- The Economic Impact of Parks and Recreation report by NRPA highlights that well-executed recreation plans contribute significantly to local economies. For example, every \$1 invested in public parks and recreation generates approximately \$4 in economic benefits, including increased property values and tourism revenue.

6. Health and Well-being:

- Research from the Centers for Disease Control and Prevention (CDC) shows that well-planned recreational spaces promote physical activity, which can lead to a 20-30% reduction in rates of obesity and chronic diseases within communities.

While these statistics provide a general idea, the success of Master Recreation Plans can be influenced by a multitude of factors unique to each community.

4.0 - Population

Norfolk Demographics - Profile Population

Our analysis of the Norfolk population has been fitted into comprehensive charts and graphics, each with their own important findings and inferences. The targeted identified areas of population growth are Delhi, Simcoe and Waterford (DSW)



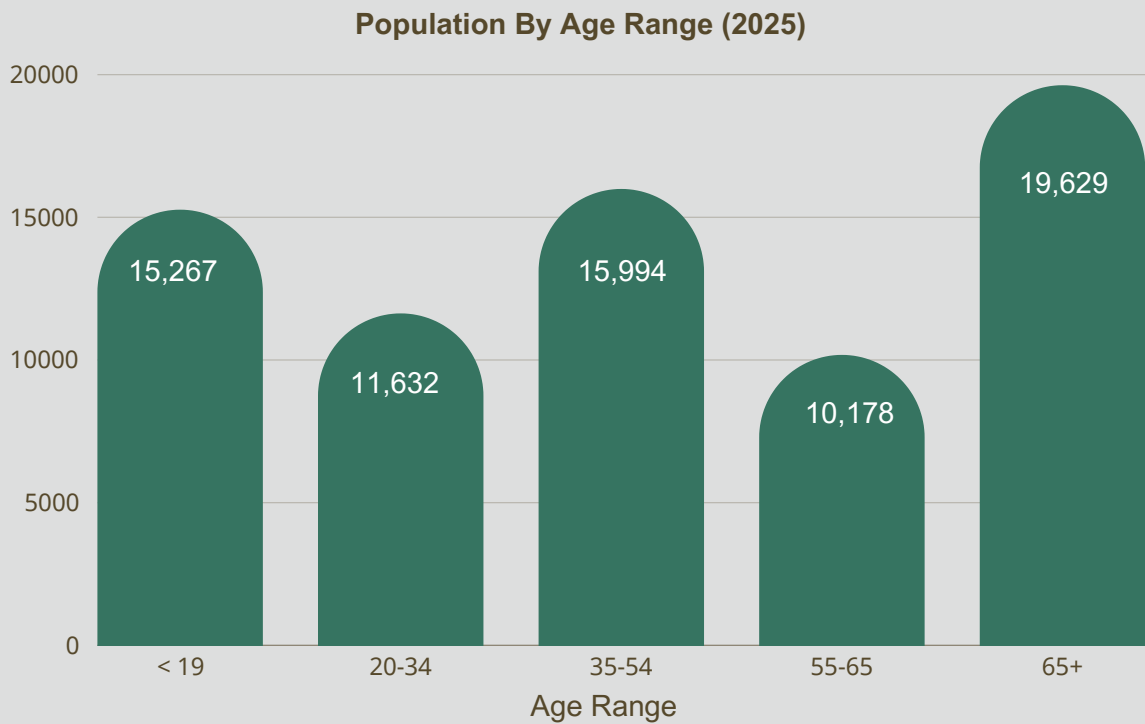
The annual increase between 2021 and 2024 is 1.05%, charting an average of 719 people coming into Norfolk each year.

Population Comparisons (2011-2035)
Norfolk County, Delhi, Simcoe & Waterford

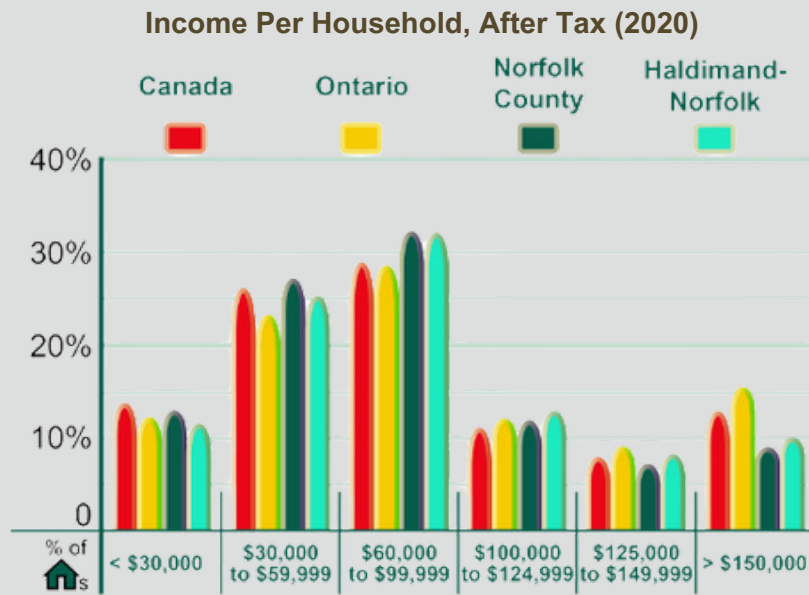
	2011	2016	2021	2025	2030	2035
Delhi	4,172	4,240	5,344	6,057	6,801	7,641
Simcoe	13,383	13,922	16,121	17,142	18,429	19,833
Waterford	3,119	3,132	4,277	4,577	5,071	5,629
Norfolk	62,500	64,000	67,500	72,700	76,300	80,400
Projected						

The Population Comparisons’ Forecast is notable for its projected populations. Norfolk County will increase its population by 7,700 people. This represents a 10.59% population increase over ten years, which is keeping current with the annual rate of population growth. The combined population centers of Delhi, Simcoe, & Waterford seem to have a higher growth rate, it being at 16% per year.

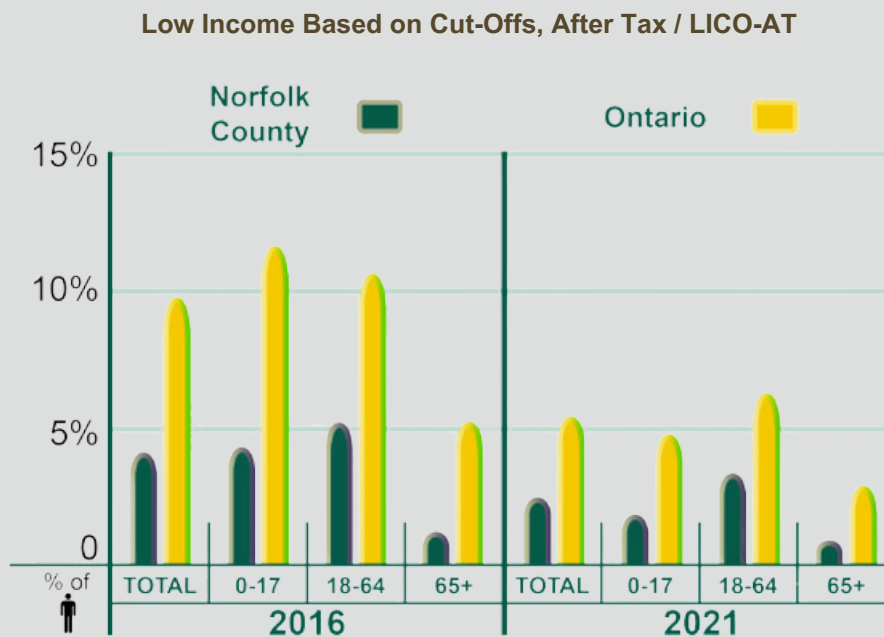
The DSW 10 year average is 16% growth. Delhi’s increase in population is slightly higher at 20.7% from 2025-2035. Waterford’s predicted growth rate from 2025-2035 is 18.37%, also above the 16% over the 10 year period . Simcoe’s annual growth rate is lower than average at 13.8%, however it is the most populated centre approaching 20,000 people. While it is clear that Norfolk will see a steady growth of about 10% over the next ten years, the higher 16% growth rate average in the population centres suggests that the County should focus on making facilities not only accessible to these communities, but located within or between them.



The Population By Age Range for all Norfolk County is also interesting. 29,807 people are over 55 years old, and 42,893 are under 55 years old, meaning almost 41% of Norfolk County is above 55. There needs to be reinforcement of existing, as well as the creation of new, senior recreation facilities and programs. As for children under 19, of which there are 15,256 (21% of the population), there should be a sustained focus on organized sports and recreation that resonates with the current generation.



As for Norfolk's financial state, it is mostly congruent with Ontario and Canada's, albeit slightly higher in the middle to lower-middle income. The largest income bracket is \$60,000 - \$99,999, just around 32%, slightly higher than Canada and Ontario's ~28% peaks. The next leading cohort is the \$30,000 - \$59,999, about 27% percent of households. Any household making over \$100, 000 dollars represents just over a quarter of Norfolk County's homes. While looking a lot like the national average, the slightly higher working class average may suggest programming and recreation that doesn't put cost or tight schedules ahead of recreation and building community



This Low Income chart also gives a focused look at the Improvement in Norfolk's lower income Financial Bracket

5.0 - INDOOR FACILITIES

5.1 - Arenas

5.1.1 - Analysis and Utilization

Norfolk County owns and operates five (5) arena facilities containing a total of five (5) single pads for ice and dry floor uses. Located in Delhi, Langton, Waterford, Port Dover, and Simcoe. All arenas are supported by amenities including dressing rooms, referee room, storage, refrigeration plants, concessions, and various spectator seating.

Delhi is surrounded by a residential area and was constructed in 1987 (renovated in 2024 with new dressing rooms). Current rink dimensions are 185' x 85'. There is a medium size Community space on the second floor with kitchenette that is accessible by elevator to the upper level. In 2024 a dressing room addition was completed with ICIP funding.

Talbot Gardens arena is located in downtown Simcoe and is a stadium model, 1,200 seat facility with an ice surface of 179' x 79'. It was built in 1984 and received an upgrade in 1993. The upgrade is now 31 years old. There is community space on the upper level which is a large multi-purpose room with a kitchenette that can be separated into two separate spaces. It is accessible with an elevator. The original seating was 1200, however due to structural issues that have since been repaired the new seating capacity is approximately 1,000.

Tricenturena arena in Waterford is located next to the high school, public elementary school. and near residential properties. It was constructed in 1974 with an ice surface of 190' x 90'. In 2001 to 2004 through an ICIP program, updates were done to dressing rooms, referees room, minor hockey room, resurfacing room, storage room, refrigeration plant, spectator seating and AV room. In 2023 renovations were undertaken to install a sound barrier that would lower the noise emitted from the refrigeration plant to reduce the impact on nearby residents. The community space consists of a small meeting room on the main floor and a small room on the second floor that is not accessible. In 2024 a dressing room addition was completed with ICIP funding.

The Langton Arena was built by the community with a beautiful wood interior which is referred to as the "barn". It was constructed in phases from 1976 to 1982 which was supported by the Langton Lion Club. Rink dimensions are 180' x 78'. In 2001 to 2004 through an ICIP program updates were done to the dressing rooms. There is a small meeting space on the second floor, with no accessibility. In 2024 a dressing room addition was completed with ICIP funding.

The Port Dover Arena located adjacent to the Port Dover Lions Community Centre was constructed in 1987. Current rink dimensions are 180' x 85'. There is a medium sized Community space on the second floor with no elevator or accessibility. In 2024 a dressing room addition was completed with ICIP funding.

5.1.2 - Service Level Comparison Chart - (Excludes Norfolk County)

MUNICIPALITY	PROVINCE	POPULATION	LAND AREA (KM2)	POP DENSITY (PER KM2)	RINKS	AVERAGE
EAST GWILIMBURY	ON	43,175	244.00	141	2 TOTAL (2 SINGLE)	21,587/RINK
BRANT COUNTY	ON	44,286	817.00	48.3	4 TOTAL (1 TWIN & 2 SINGLE)	11,071/RINK
GEORGINA	ON	45,418	287.80	165	3 TOTAL (1 TWIN & 1 SINGLE)	15,139/RINK
HALDIMAND COUNTY	ON	54,266	1,252.00	39.4	5 TOTAL (1 TWIN & 3 SINGLE)	10,853/RINK
BELLEVILLE	ON	60,628	247.21	222	4 TOTAL (2 TWIN)	15,157/RINK
HALTON HILLS	ON	64,050	276.30		3 TOTAL (3 SINGLE)	21,350/RINK
GRANBY	QC	69,025	152.69	452.1	3 TOTAL (1 MULTI PLEX)	23,008/RINK
NEWMARKET	ON	91,251	38.50	2,284	6 TOTAL (1 TWIN & 4 PLEX)	15,208/RINK
NIAGARA FALLS	ON	98,439	209.73	449.1	5 TOTAL (4 PLEX & 1 SINGLE)	19,687/RINK
CLARINGTON	ON	101,427	611.30	166	5 TOTAL (1 TWIN & 3 SINGLE)	20,285/RINK
BRANTFORD	ON	104,688	98.65	1061	6 TOTAL (2 SINGLE & 4 PLEX)	17,448/RINK
PICKERING	ON	109,116	231.10	472.1	5 TOTAL (1 TWIN & 3 PLEX)	21,823/RINK

5.1.2 - Service Level Comparison Chart - continued

MUNICIPALITY	PROVINCE	POPULATION	LAND AREA (KM2)	POP DENSITY (PER KM2)	RINKS	AVERAGE
WHITBY	ON	144,955	146.70	1,053	10 TOTAL (1 SINGLE, 3PLEX & 6PLEX)	14,495/RINK
MILTON	ON	148,110	363.8	407.1	6 TOTAL (2 SINGLE & 4 PLEX)	24,685/RINK
	TOTAL	1,178,834	TOTAL	67	SERVICE LEVEL	17,594
NORFOLK SERVICE LEVEL	ON	72,700	1,607	42.2	5 TOTAL (5 SINGLE)	14,540/RINK

5.1.3 - Total Arena Usage Comparison - September to April Annually

ICE SEASON	TOTAL HOURS AVAILABLE	TOTAL HOURS USED	TOTAL ALLOCATION %	# OF ARENAS
2018-2019	16,963	9,460	55.77%	6
2019-2020	16,963	9,553	56.32%	6
2020-2021	COVID CLOSURES & IMPACTS			6
2021-2022	12,850	7,226	56.23%	5
2022-2023	13,506	8,771	64.94%	5
2023-2024	15,456	11,870	76.80%	5

The above chart represents the total number of hours available, combining both prime and non-prime time hours.

5.1.4 - Sports Organizations Registrations

USER GROUPS	TOTAL MEMBERS 2015 - 2021	TOTAL MEMBERS 2023-2024	PROJECTED MEMBERS 2030
DELHI MINOR HOCKEY	246	308	400
LANGTON MINOR HOCKEY	153	124	150
NORFOLK MINOR HOCKEY (SIMCOE, WATERFORD, AND PORT DOVER)	692	790	940
PORT DOVER SKATING CLUB	45	65	120
LANGTON SKATING CLUB	30	80	120
DELHI SKATING CLUB	45	65	125
WATERFORD SKATING CLUB	181	365	450
TOTAL	1392	1797	2305

5.1.5 - Service Levels for Youth

	2021	2024	2030
NUMBER OF YOUTH REGISTRATIONS	1392	1797	2305
CURRENT ICE PADS	5	5	5
ICE PAD PER YOUTH REGISTRATIONS	278.4	359.4	407

In general Norfolk County is providing ice pads at a higher rate as per the comparator chart above. Norfolk County ice pad supply translates into a service level of one per 14,540 residents at the projected population of 72,700 for 2025, while the average is 17,594 level of service compared to benchmark municipalities. With 1,797 youth registrations in 2023/24, Norfolk County is providing one ice pad for every 359.4 youth registrants.

5.1.6 - Arena Background Research and Data

Aging Infrastructure

The 2019 Canadian Infrastructure Report Card found that approximately one-third of Canada's sports and recreation facilities were considered to be in "Fair" condition or worse. This suggests that municipal sports and recreation facilities require attention, show signs of deterioration, or have deteriorating components. Provincially, many municipal facilities were constructed in the 1950s and 1960s and since this period, infrastructure province-wide has been underfunded. These pressures have been somewhat alleviated through various provincial and federal stimulus plans. Initiatives such as the Investing in Canada Infrastructure Program (ICIP) will see up to \$30 billion in funding allocated to various community, culture, and recreation projects across the country.

The 2019 Canadian Infrastructure report <http://canadianinfrastructure.ca/>

It is important to understand that re-purposing can extend the life of an existing facility but can be just as costly as building new given the needs to refurbish and reconfigure building components and ensure AODA compliance. As a result, the most common response in Ontario has been to decommission and demolish surplus or aging arenas. The trend towards replacing with multi-pad facilities creates efficiencies.

5.1.7 - Market Conditions

Canada is known for ice sports like hockey and figure skating, but participation is declining. Hockey Canada reports a steady drop in minor hockey since 2009, with only a slight increase in 2019/2020, however rural areas continue to have strong registrations. Female participation in hockey has risen from 16% in 2014/2015 to 21% in Ontario, contributing to increased competition for ice time and impacting ringette negatively. Factors driving female hockey growth include changing gender roles and lifestyle commitments.

Figure skating participation has also decreased, although Skate Canada's "Skate for Life" programs saw a 2% increase nationally since 2014. The overall decline in ice sports participation can be attributed to rising costs of equipment and travel, increased ice fees, time commitments, and shifting demographics due to immigration from regions less familiar with ice sports. Safety concerns, especially regarding concussions, have also been noted by families. The COVID-19 pandemic has added uncertainty to arena participation, leading to new protocols that limit player numbers and physical contact.

In addition, multi-sheet ice facilities and co-location with multi-purpose recreation complexes are essential to sustained and positive economic return). Capital and operating costs are extremely high when compared to other types of athletic facilities, due to the need for a refrigeration plant and other intensive mechanical requirements. Co-location allows for an economy of scale with respect not only to equipment but to other costly aspects of operations, such as staffing. Connecting disparate activities within a single complex can dramatically reduce the cost of staffing during both prime-time and non-prime-time usage periods.

Properly designed and programmed ice facilities can bring significant opportunities for community involvement and economic impact, by hosting hockey tournaments, skating competitions, amateur hockey games, professional hockey exhibitions, ice shows, concerts, trade shows, craft fairs, and other seasonal sports activities.

Urciuoli, A. (2020). Fewer Canadians are playing hockey, but does it matter? Retrieved from <https://quickbitenews.com/> Hockey Canada. (2013). Bauer Hockey, Hockey Canada research shows that growing the game is achievable. Retrieved from <https://www.hockeycanada.ca/>

Indoor ice rinks use large amounts of energy for heating and refrigeration. These buildings are often the largest greenhouse gas (GHG) emitters and typically account for around 40% of the energy usage in municipal building portfolios. (1) That is why they are a great place to start your net-zero retrofits. By using a natural refrigerant like ammonia (R717), an arena immediately reduces its direct emissions to zero as it has no Ozone Depleting Potential (ODP) or Global Warming Potential (GWP). To tackle indirect emissions from energy use, having a state-of-the-art integrated heating and cooling system that uses waste heat to reduce the reliance on natural gas, can make a significant impact. In fact, real case studies have proven that the most emissions savings in an arena can be found by improving its refrigeration system (29% of emission savings) while heating improvements can realize 21% of emission savings. (2) TF1 incorporates all of these features to provide maximum impact and ensure the lowest emissions for your facility. Total emissions savings 29% refrigeration and 21% heating

1. Federation of Canadian Municipalities (FMC) “Factsheet: Building ‘level solution”

2. Green Municipal Fund, FMC “taking your indoor rink to net - zero

A modern technology trend is to connect all components and devices within a facility. Sensors pick up on and compile data, and manage and monitor critical elements within a facility, such as temperature and pressure in industrial systems, machinery statuses, and use of water and electricity among operating devices. As the Internet of Things (IoT) matures, expectations include that arena operations will be managed through handheld devices and Power over Ethernet (PoE), and that there will be greater tracking of water and chemical usage through these technologies.

Network World, <https://www.networkworld.com/article/3258812/the-future-of-iot-device-management.html>.

The CEEA provides reports on energy efficiency policies, practices, and their economic impacts across Canada. Their research highlights the potential savings that can be achieved through energy-efficient upgrades to equipment and insulation.

The CEEA reports that improvements such as better insulation and efficient HVAC systems can contribute significantly to reducing overall energy costs. They estimate potential savings of up to 30% on energy bills with comprehensive building upgrades.

Visit their website for further details:

[Canadian Energy Efficiency Alliance \(CEEA\)](#).

5.1.8 - Comparing Energy Efficiency

Comparing the energy efficiency of older, standalone ice rinks to a new facility with four rinks built together (often referred to as a **multi-pad arena**) involves several key factors, such as construction style, energy usage, and operational efficiency. Below is a breakdown of the differences and potential benefits of building multiple rinks together:

5.1.8(a) - Energy Efficiency of Older Single Rinks vs. Multi-Pad Arenas

Older Single Rinks:

Older ice rinks typically have higher energy consumption due to outdated equipment and design. The main energy concerns with older rinks include:

- **Inefficient Refrigeration Systems:** Older rinks often use older, less efficient refrigeration systems, which consume more energy. The use of outdated ammonia or freon-based systems can lead to inefficiencies.
- **Building Envelope:** Insulation and the building's overall design may not be up to modern energy efficiency standards, leading to higher heating and cooling needs.
- **High Operational Costs:** Older rinks often require more maintenance and repair, leading to higher operational costs over time.

Multi-Pad Arenas (4 Rinks Together):

Building multiple rinks together in a single facility has several energy-saving advantages:

- **Shared Refrigeration System:** A multi-pad arena can use a **centralized refrigeration system**, which is more energy-efficient than operating separate systems for each rink. This can significantly reduce energy consumption, as the refrigeration plant is optimized for the combined load of all rinks.
- **Heat Recovery Systems:** Multi-pad arenas often integrate **heat recovery systems** that capture waste heat from refrigeration and use it for heating the facility, which can reduce energy costs by up to **20%**.
- **Improved Insulation and Modern Construction:** Newer multi-pad arenas are often built with better insulation and energy-efficient building designs, resulting in reduced heating and cooling needs.
- **Lighting and HVAC Efficiency:** Multi-pad arenas are also more likely to incorporate **LED lighting** and **high-efficiency HVAC systems**. These upgrades reduce energy consumption for lighting and temperature control.

5.1.8(b) - Energy Savings Comparison (Older Rinks vs. Multi-Pad Arenas)

Energy Use in Multi-Pad Arenas:

- **Refrigeration:** Multi-pad arenas can use one refrigeration plant for all rinks, optimizing the energy load and reducing overall energy use by 20% to 30% compared to operating individual refrigeration systems in separate rinks.
- **Heating:** Heat recovery systems in multi-pad arenas can capture heat from refrigeration and use it for space heating, potentially saving 10% to 20% in heating energy compared to older rinks with separate heating systems.
- **Lighting:** LED lighting in multi-pad arenas can reduce lighting energy consumption by 50% to 75% compared to older incandescent or fluorescent lighting in single-pad rinks.

Estimated Total Energy Savings:

- **Standalone older rink:** Energy consumption for a standalone older rink can be high due to inefficient systems. For example, the energy costs for refrigeration and heating could account for 60% to 70% of the total energy use, with some additional energy costs for lighting and HVAC.

- **Multi-pad arena with four rinks:** A multi-pad facility can achieve a 20% to 40% reduction in energy costs due to shared refrigeration, better insulation, and modern lighting and HVAC systems. This is mainly because of more efficient systems that scale better with multiple rinks and benefit from heat recovery.

5.1.8(c) - Operational Benefits of Multi-Pad Arenas

- **Cost Efficiency:** Building multiple rinks in a single facility reduces land, construction, and operational costs per rink, which can result in lower overall energy and maintenance costs.
- **Energy Use Scalability:** Multi-pad arenas scale energy use more effectively, meaning the energy demand is spread across multiple rinks, reducing waste and optimizing the systems.
- **Higher Occupancy Rates:** Multi-pad arenas can host multiple events or activities simultaneously, increasing the revenue potential of the facility, which can offset the energy savings.

5.1.8(d) - Case Study Examples

1. Calgary's Winsport (Canada Olympic Park):

- The **Canada Olympic Park** in Calgary operates several rinks with a centralized refrigeration system. This facility has reported energy savings of up to **30%** compared to operating individual rinks with separate systems. The centralized system helps optimize energy use for ice-making while reducing the need for separate heating systems in each rink.

2. Toronto's Multi-Pad Arenas:

- Toronto's **Scarborough Ice Rink Complex** and other municipal multi-pad arenas have demonstrated **20% to 40%** savings in energy costs by adopting centralized refrigeration systems, heat recovery, and LED lighting. These savings come from the ability to operate a larger facility more efficiently than separate smaller rinks.

5.1.8 (e) - Summary of Comparison

FACTOR	OLDER SINGLE RINK	NEW MULTI-PAD ARENA (4 RINKS)
REFRIGERATION	Individual, less efficient systems	Centralized, energy-efficient refrigeration
ENERGY SAVINGS	Higher due to older equipment and inefficiency	20% to 30% savings from shared systems
HEATING	Separate systems, less efficient	Heat recovery systems, 10% to 20% savings
LIGHTING	Older, inefficient lighting (incandescent/fluorescent)	LED lighting, 50% to 75% savings
INSULATION	Often outdated insulation	Better insulation, lower energy needs
OVERALL ENERGY SAVINGS	Higher due to outdated systems	20% to 40% overall savings

5.1.8(f) - Conclusion

Building four rinks together in a multi-pad arena can provide significant energy savings compared to older, standalone rinks. The centralized systems, including refrigeration, heating, and lighting, are much more energy-efficient, reducing overall energy consumption and operational costs by 20% to 40%. Multi-pad arenas also offer operational advantages such as higher utilization rates and more effective scaling of energy needs.

Sources for Energy Efficiency in Arenas (Canada):

- Natural Resources Canada (NRCan): NRCan provides information on energy-efficient systems, including refrigeration, lighting, and insulation upgrades for large facilities like arenas. NRCan's programs and guidelines highlight how centralized refrigeration and modern construction can reduce energy use by 20% to 40% compared to older systems.
 - Quote: "Upgrading to modern, energy-efficient refrigeration systems and improving building insulation can reduce overall energy consumption in multi-pad arenas by up to 30%" (NRCan, 2024).
 - Website: www.nrcan.gc.ca
- ENERGY STAR® Canada: ENERGY STAR® provides data on energy-efficient equipment such as refrigeration units, lighting, and HVAC systems. For arenas, this can translate to 50% to 75% savings on lighting alone and significant reductions in HVAC and refrigeration costs.
 - Quote: "Arenas using ENERGY STAR®-rated refrigeration systems and LED lighting have reported energy savings of up to 40%, with lighting alone saving as much as 75% in energy use" (ENERGY STAR® Canada, 2024).
 - Website: www.energystar.gov
- The Canadian Refrigeration Association: This association discusses energy-efficient refrigeration technologies. Upgrading refrigeration systems in ice rinks—especially with CO2 or ammonia-based systems—can provide up to 40% savings compared to older, less efficient systems.
 - Quote: "Modern refrigeration systems in multi-pad arenas can reduce energy consumption by up to 40%, providing long-term savings" (Canadian Refrigeration Association, 2024).
 - Website: www.refrigeration.ca
- Canadian Energy Efficiency Alliance (CEEAA): The CEEAA emphasizes the benefits of energy-efficient upgrades in public buildings, including arenas. They estimate significant savings from centralized energy systems and improvements to lighting and HVAC.
 - Quote: "Multi-pad arenas benefit from centralized energy systems and heat recovery, which can lead to savings of 30% in energy costs compared to older, individual rinks" (Canadian Energy Efficiency Alliance, 2024).
 - Website: www.ceeaa.ca
- Municipal Energy Manager Program (Ontario): This program supports municipalities in improving energy efficiency in public buildings, including arenas. It has been shown that municipalities can save 20% to 30% on energy costs in multi-pad arenas through strategic upgrades.
 - Quote: "Municipalities can reduce energy costs by 20% to 30% in multi-pad arenas by upgrading to modern systems and implementing energy-efficient practices" (Municipal Energy Manager Program, Ontario, 2024).
 - Website: www.municipalenergy.ca

5.1.9 - Challenges Facing Norfolk County

- **Changing Ice Usage Patterns:** Municipal arenas historically saw strong usage during early mornings and late evenings. However, in Norfolk County and across Ontario, families are less inclined to book early weekday ice, and interest in late-night adult hockey has declined. Communities also struggle to fill weekend hours. Increased tournaments and a focus on skill development have heightened demand for prime-time ice, leading to a shrinking prime-time window and underutilization of both prime and non-prime hours.
- **Maintenance Scheduling Issues:** Norfolk County is facing significant staffing shortages at its recreational facilities, impacting maintenance and operations. Currently, the county schedules two 8-hour blocks of ice and other indoor/outdoor recreation maintenance per week, which results in the loss of two full days of ice rentals that could otherwise be available for public use. The issue is further exacerbated by the decentralization of rinks, which increases the number of facilities requiring maintenance and places additional strain on already limited staffing resources. This situation underscores the need for a more efficient approach to staffing and maintenance scheduling. A centralized facility model would streamline operations, enabling more effective use of staffing and resources, and maximize the availability of recreational spaces for the community.

5.1.10 - Recommendations - Moving Forward

- **New Quad Facility:** Construct a new facility in a central location, ensuring easy access for the entire Norfolk County community. Building four arenas together will reduce construction costs, streamline ice bookings, and optimize staff allocation, as one set of staff can efficiently operate multiple pads. This approach is expected to achieve approximately 25% savings in energy costs through advanced ice refrigeration and HVAC systems. Additionally, more ice rental time will be available due to improved staffing alignment with scheduling. This recommendation can be done in stages as outlined in the construction budget.
- The following recommendations will not proceed until the previous recommendations are implemented, ensuring that service levels for user groups are maintained.
 - **Talbot Arena:** Repurpose the Talbot Arena and redesign it as a central focal point for outdoor skating in winter and a summer festival space. Retain the compressor and ice floor for winter operations from December to the end of February. The entire exterior will be redesigned to enhance community engagement and address youth and adult needs for more recreational activities, while also providing economic benefits to the downtown area. Outdoor rinks are not only venues for physical activities but also play a crucial role in social and mental well-being and promoting community engagement across diverse groups
 - **Waterford Arena:** It is recommended that the Arena be repurposed as a Community Centre, Library and Museum with recreation and cultural programming.
 - **Port Dover Arena:** Repurpose the compressors, drain the floor, and remove all ice-related equipment. Redesign the space for indoor pickleball, volleyball, and badminton, expanding recreational options for the community and add in the Seniors Center. This option will also provide washroom facilities for the outdoor sports complex.
 - **Langton Arena:** Repurpose the rink and initiate public consultations to determine the best use for the facility, with potential options including indoor soccer (in partnership with third-party organizations) or other institutional uses.
 - **Delhi Arena:** Continue utilizing the Delhi Arena as an ice arena, maintaining its role in serving the community's ice sports needs.



DELHI ARENA

Continue utilizing as an Ice facility and summer programs



LANGTON ARENA

Repurpose and redesign to be used as a indoor Soccer pitch operated by a third party



NEW FACILITY

Construct a Quad with the 25 Meter pool, therapy pool in a central location



PORT DOVER ARENA

Repurpose the ice pad and equipment and redesign for indoor multi-purpose floor including pickle ball and a Seniors Center



TALBOT ARENA

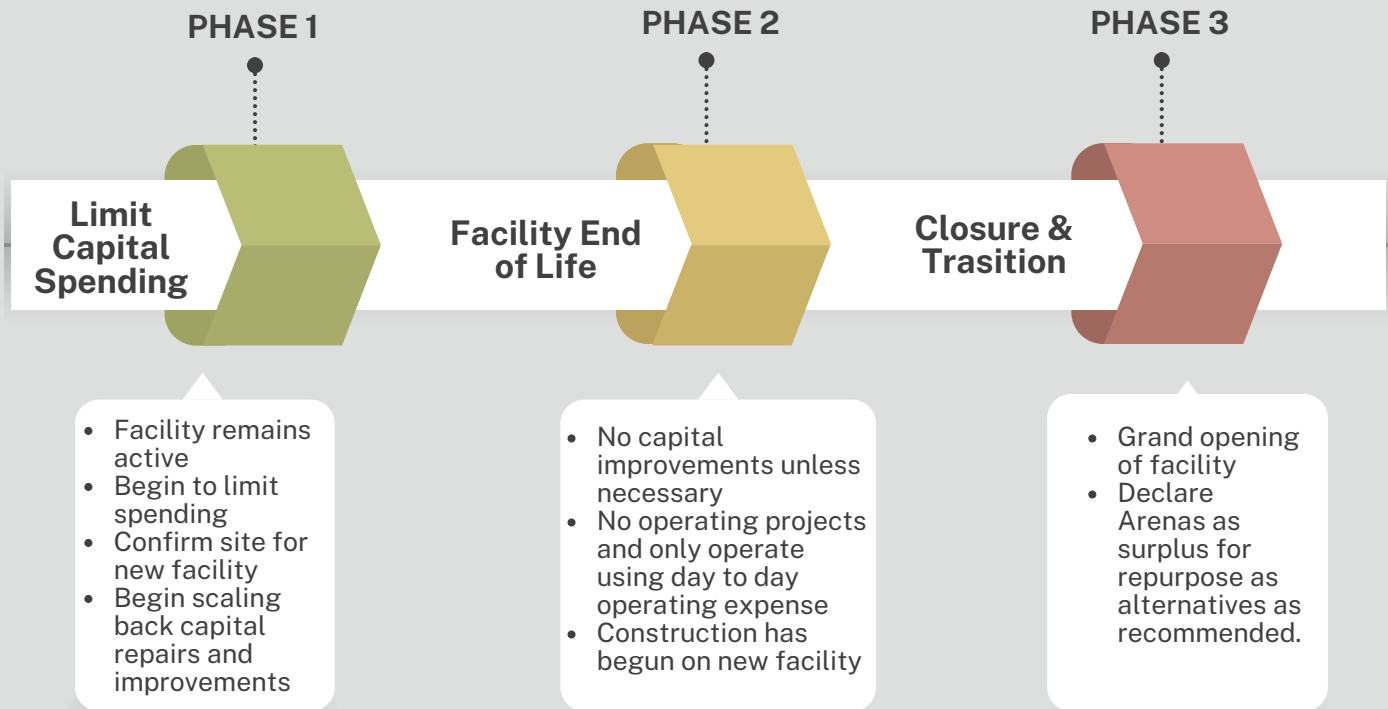
Repurpose and redesign as an outdoor skating rink and summer festival center



WATERFORD ARENA

Repurpose as a Community Centre, Library and Museum in future

REPURPOSING & BUILDING NEW ARENA FACILITY



5.2 - Aquatics

5.2.1 - Analysis and Utilization

The Annaleise Carr Aquatic Centre is a 24.5-meter, 5-lane pool built in 1972, making it 53 years old. The Delhi Kinsmen Outdoor Pool, constructed in 1965, recently underwent significant capital improvements to the change house which included accessible washrooms and change rooms, a new liner, pool system pump and filtration system. The Annaleise Carr Aquatic Centre faces several challenges, including ongoing mechanical and air handling issues, health and safety issues with the condition of the deck surrounding the pool, inaccurate dimensions affecting competitive aquatic activities, storage of necessary pool equipment, accessibility issues, temperature discrepancies between different programs, and rising capital replacement and renewal costs.

There are also long waiting lists for swimming lessons, making it difficult to accommodate the growing demand. Public swimming hours are restricted, offering only a few windows for general use. Additionally, available hours for pool rentals are minimal, further limiting the centre's ability to serve the community. Furthermore, the facility is unable to offer therapeutic lessons or rentals due to its constraints, which affects individuals seeking specialized services. A new pool would address these issues, providing expanded capacity for lessons, public swimming, rentals, and therapeutic programs.

5.2.2 - Lessons Service Level

YEAR	TOTAL PROGRAM CAPACITY	TOTAL REGISTRATION	TOTAL FILL RATE	WAIT LIST
DELHI	3014	2550	84%	1975
SIMCOE	425	325	77%	52

5.2.3 - Service Utilization 2024

YEAR 2023	CONTRACTS	ACTIVITIES	SESSIONS	HOURS UTILIZED	HOURS AVAILABLE	UTILIZATION
SIMCOE	125	973	6826	5536	5458	101.43%
DELHI OUTDOOR	12	146	1222	945	975	96.97 %

5.2.4 - Aquatics Service Level Comparison

MUNICIPALITY	PROVINCE	POPULATION	INDOOR POOLS		AVERAGE
EAST GWILLIUMBURY	ON	43,175	1	BEING BUILT	43,175/POOL
BRANT COUNTY	ON	44,286	0	OUTDOOR ONLY	
GEORGINA	ON	45,418	1	1 - 25 METER, THERAPY POOL, PLAY POOL	45,418/POOL
HALDIMAND COUNTY	ON	54,266	0	OUTDOOR ONLY	
BELLEVILLE	ON	60,628	1	23 METER/WARM UP	60,628/POOL
HALTON HILLS	ON	64,050	3	2 - 25 METER 1 - TRAINING	21,350/POOL
GRANBY	QC	69,025	1	1- 25 METER, RECREATION POOL ATTACHED	69,025/POOL
NEWMARKET	ON	91,251	2	1 - 25 METER 1- 25 METER/WARM UP	45,625/POOL
NIAGARA FALLS	ON	98,439	1	1 - 25 METER & WARM UP 1- WATER SLIDE	98,439/POOL
CLARINGTON	ON	101,427	2	2- 25 METER	50,713/POOL
BRANTFORD	ON	104,688	1	1- 25 METER & WARM UP 1- 65 METER 1- HYDROTHERAPY	104,688/POOL
PICKERING	ON	109,116	1	1 - 25 METER (8 LANES), SHALLOW POOL & DIVING 1- 25 METER (6 LANES)	54,558/POOL
WHITBY	ON	148,955	2	2 - 25 METER (6 LANES), WADING POOL & WATERSLIDE	74,477/POOL
MILTON	ON	148,110	3	1- 25 METER, PLAY POOL & WATERSLIDE 2- 25 METER (6 LANES), LEISURE POOL	49,379/POOL
	TOTAL	1,182,834	19	AVERAGE POOLS	62,254/POOL
NORFOLK SERVICE LEVEL	ON	72,700	1	1 - 24.5 METER (SHORT)	72,700/POOL

5.2.5 - Market Conditions

Pools can deliver programs for a wide range of age groups, interests, and abilities. A report on Canadian youth sports found that over 1.1 million youth between the ages of 3 and 17 were enrolled in a swimming program, making this the most popular organized recreation activity. Indoor pools deliver year-round aquatic programming and are venues for residents to form community ties. Notwithstanding such benefits, indoor aquatic centers are among the most intensive and expensive recreation facilities to operate.

The most common design template for a municipally operated indoor pool is a 25-meter rectangular tank with a minimum of six swimming lanes. Trends in pool construction and retrofitting have seen an evolution in public pool design that offers more variety and that accommodates a growing diversity of users. Smaller leisure tanks are sometimes incorporated into facility design to support warm water therapy, training, and lessons for young children, adults 55+, or persons with disabilities.

As is the case with the most Ontario's facilities indoor pools, they are frequently co-located with other recreation facilities such as ice pads, gymnasiums and fitness space to bolster overall usage, provide opportunities for cross-programming and cross-subsidization among facility operating units, and creating a holistic and convenient experience at a single destination.

Solutions Research Group Consultants Inc. 2014. Canadian Youth Sport Report.

5.2.6 - Energy Efficiency Benefits of Combining a Pool with a Multi-Pad Arena

5.2.6(a) - Shared Systems for Refrigeration and Heating

- **Centralized HVAC and Refrigeration:** A combined facility can share certain systems, such as a centralized HVAC and refrigeration system, which can result in energy savings. For instance, the **heat recovery** from the refrigeration systems in the ice rink can be used to heat the pool water, which significantly reduces heating costs for both the pool and the arena.
- **Reduced Operational Costs:** By consolidating operational functions (heating, cooling, and dehumidification), you can achieve economies of scale, lowering energy costs and simplifying maintenance.
 - **Example:** Heat recovery systems in ice arenas have been shown to reduce energy costs by **20% to 30%**, as heat generated from ice refrigeration is used to heat other areas of the building, including pools.

5.2.6(b) - Pool Heating and Water Conservation

- **Energy-Efficient Pool Systems:** Modern pools, especially when combined with arenas, often use energy-efficient pool heaters, filtration, and circulation systems. These can work synergistically with the arena's HVAC system to provide **20% to 40% energy savings** by reducing the need for separate heating and ventilation systems for the pool area.
- **Water Heating via Heat Recovery:** As mentioned above, heat recovery from the arena's refrigeration system can be used to heat the pool water, reducing the need to use separate heating units for the pool.

5.2.6(c) - Simultaneous Use of Facilities

- **Increased Utilization Rates:** Combining a pool with a multi-pad arena allows for the facility to serve multiple community needs at once, which increases the overall energy efficiency of the building.
- **Cost Savings:** By integrating both the pool and arena into a single facility, the overall building envelope (such as insulation and structural elements) is better optimized for energy use. You avoid having separate operational costs and energy needs for each.

5.2.6(d) - Case Studies and Real-World Examples

- **The Meridian Centre in St. Catharines, Ontario:** This facility combines a multi-pad arena with an aquatic centre. The building design was optimized for energy efficiency, and the use of **shared heating and ventilation** systems allows for significant energy savings across both facilities. The integration of these two elements helps offset the costs of the large energy consumption typical of arenas.
- **Richmond Olympic Oval (Vancouver, BC):** The Richmond Olympic Oval combines multiple rinks with a fitness and pool area. The design includes **heat recovery** and energy-efficient HVAC systems, which help reduce overall energy use for both the ice rinks and the pool. According to reports, this integrated system has led to energy savings of up to **30%** compared to standalone systems.
- **The City of Toronto's Scarborough Community Recreation Centre:** This facility includes both ice rinks and a pool, with a design focused on reducing energy consumption. The energy-efficient building systems and shared heating systems have resulted in reported energy savings of **20% to 30%** when compared to the costs of operating two separate facilities.

5.2.6(e) - Estimated Energy Savings:

- **Combined Facility vs. Separate Rinks and Pools:** According to reports from **Natural Resources Canada** (NRCan), combining a multi-pad arena and a pool can lead to overall energy savings of **20% to 40%** by using shared systems for HVAC, refrigeration, and water heating. This is due to the ability to recover heat from refrigeration systems in the arena and use it to heat the pool, reducing the need for separate heating systems.
- **Specific System Savings:**
 - **Refrigeration and HVAC:** By using a single, centralized HVAC and refrigeration system, multi-pad arenas and pools can save approximately **20%** on energy costs compared to operating these facilities separately.
- **Lighting:** Energy-efficient lighting systems, such as LEDs, can reduce lighting costs by **50% to 75%** in both the arena and pool areas.

Key Sources

- Natural Resources Canada (NRCan): Provides data on energy efficiency and shared systems for recreational facilities like combined arenas and pools.
 - Website: www.nrcan.gc.ca
- ENERGY STAR® Canada: Offers guidance on energy-efficient appliances and systems that can be used in combined arenas and pools, including lighting, refrigeration, and heating systems.
 - Website: www.energystar.gov
- Canadian Refrigeration Association: Provides insights into heat recovery systems and refrigeration technologies that help improve energy efficiency in combined facilities.
 - Website: www.refrigeration.ca
- The Canadian Energy Efficiency Alliance (CEEAA): Offers reports and case studies on the benefits of energy efficiency in multi-pad arenas and pools.
 - Website: www.ceeaa.ca

5.2.7 - Recommendations - Moving Forward

- Construct a new New Aquatic Facility: Facility to include a 25-meter, 8-lane competitive swimming pool alongside a therapeutic warm water pool.
- The aquatic facility is recommended to be combined with the multi-pad arena to optimize energy use and improve efficiency. By sharing common systems such as HVAC, refrigeration, and water heating, such combined facilities can provide significant energy and operational savings.
- That the Delhi outdoor pool continues to operate as is.
- That the existing pool be filled in and re-purposed as a multi-use space, with the potential options below:
 - Option 1: It is recommended that the existing pool be filled in and that Norfolk County look at leasing out the space to a potential fitness facility that would operate as a private business.
 - Option 2: It is recommended that the existing pool be filled in to construct a community center that utilizes the existing dressing rooms and washroom facilities. The new facility would include versatile spaces for volleyball, badminton, basketball, pickleball, lawn bowling providing a range of recreational options for the community. Both these approaches maximize existing infrastructure while enhancing community access to diverse sports activities

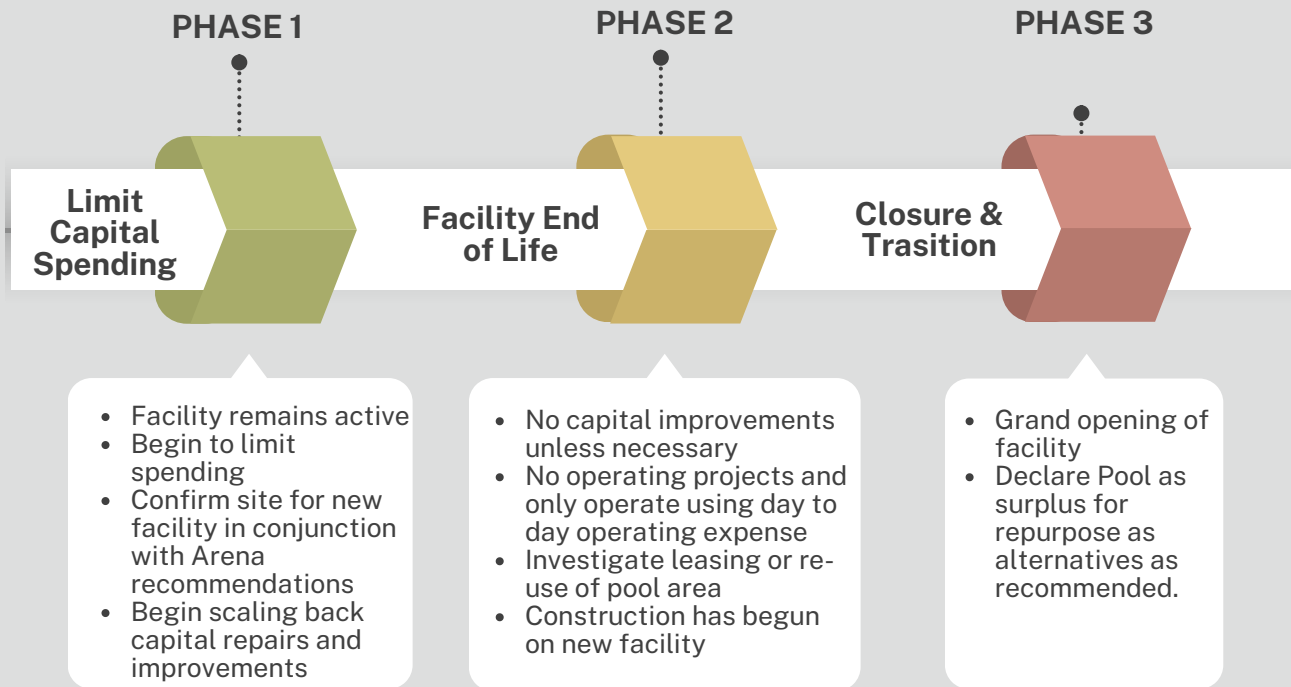
Benefits:

- Enhanced community access to both competitive swimming and therapeutic options.
- Reduced operational costs through energy-saving systems.
- Improved user experience with modern amenities and integrated programming.
- Increase revenues through swimming lessons, public swimming, therapeutic rentals and pool rentals
- Utilization of Existing Capital Dollars of \$24,070,000 : Capital dollars allocated for the existing pool can be redirected towards the new construction, maximizing financial resources and minimizing additional expenditure.



5.2.8 - Phased Approach for Decommissioning and Building of New Facility

REPURPOSING & BUILDING NEW AQUATICS FACILITY



This recommendation and the design features following not only meets community needs but also prioritizes sustainability and cost-effectiveness.

Design Features:

1. 25-Meter, 8-Lane Pool:

- Standard competitive dimensions with eight lanes for training and events.
- Equipped with advanced filtration and heating systems to reduce energy consumption.

2. Therapeutic Warm Water Pool:

- Designed for rehabilitation and therapy, maintained at a comfortable temperature.
- Features accessibility options for individuals with disabilities.

3. Energy-Efficient Systems:

- Heat Recovery Systems: Utilize waste heat from the arena to warm the pools, significantly lowering energy costs.
- Automated Climate Control: Smart systems to optimize heating and cooling based on usage patterns, enhancing comfort while minimizing energy use.
- LED Lighting: Energy-efficient lighting throughout the facility to reduce electricity consumption.

4. Integrated Facility Use:

- Shared infrastructure with the arena for maintenance and operational efficiencies.
- Opportunities for cross-programming between aquatic activities and ice sports.

5. Sustainable Practices:

- Utilize eco-friendly materials and construction practices.
- Implement water-saving technologies and systems for pool maintenance

5.3 - Arena and Pool Opportunities

5.3.1 - Potential Revenues

The idea of combining **four ice rinks**, a **25-meter pool**, and a **new therapeutic pool** into a single, multi-purpose facility has the potential to increase revenue by optimizing the use of space and broadening the appeal of the facility to various community groups.

5.3.1(a) - Revenue Potential from Combining Four Ice Rinks, a 25-Meter Pool, and a Therapeutic Pool in One Facility

Combining four ice rinks, a 25-meter pool, and a therapeutic pool into a single multi-use facility has the potential to significantly increase revenues through higher facility utilization, diverse programming, and shared infrastructure. Below are the key revenue increases that can be expected from such a combination, supported by industry reports and case studies.

5.3.1(b) - Increased Ice Rink Usage (Multi-Pad Arena)

Revenue Increase: 20% to 30%

- A multi-pad arena, such as a facility with **four ice rinks**, generates more revenue compared to a single rink due to **higher booking capacity** and the ability to host multiple events, tournaments, and leagues. According to **Recreation and Parks Ontario (RPO)**, multi-pad arenas increase **ice time revenue** by up to **30%** due to the increased number of bookings and tournaments. The facility's ability to accommodate a larger volume of users and events ensures a steady flow of revenue, making it more financially sustainable.

Source: Recreation and Parks Ontario, "Multi-Pad Arena Business Case," www.rpo.on.ca.

5.3.1(c) - Aquatic Revenue (25-Meter Pool + Therapeutic Pool)

Revenue Increase: 15% to 25%

- A 25-meter pool attracts users for recreational swimming, lap swimming, lessons, and water sports. The addition of a **therapeutic pool** provides specialized programs, including rehabilitation and therapy sessions, appealing to a different demographic, such as seniors or people with mobility issues. Such specialized offerings increase revenue potential by attracting a diverse range of customers.

Source: Canadian Parks and Recreation Association (CPRA), "Building Stronger Communities through Recreation," www.cpra.ca.

5.3.1(d) - Revenue from Cross-Programming (Packages, Multi-Use Options)

Revenue Increase: 10% to 15%

- The facility can offer **joint programming** or **day passes** that allow access to both the rinks and pools. For example, families could access both the ice-skating rink and the pool with a single membership or pass, boosting overall usage. The availability of combined programs (e.g., after-school skate-and-swim programs, fitness memberships) can increase participation and generate additional revenue.

Source: Canadian Sport Institute (CSI), "Economic Impact and Feasibility Studies for Sports Facilities," www.csiontario.ca.

5.3.1(e) - Increased Community Engagement

Revenue Increase: 15% to 20%

- A multi-use facility allows for programming that appeals to various community groups, from competitive sports (ice hockey tournaments, swim meets) to recreational users (family swims, public skating). These diverse offerings increase overall facility engagement, leading to higher participation rates and sustained revenue.

Source: Natural Resources Canada (NRCan), "Energy Efficiency for Recreation Facilities," www.nrcan.gc.ca.

5.3.1(f) - Operational Cost Savings (Shared Infrastructure)

Revenue Increase: 10% to 20%

- Shared
- infrastructure, such as **HVAC systems, lighting, and water heating** systems between the rinks and pools, can significantly reduce operational costs. **NRCan** reports that integrated energy systems can lead to **up to 20% savings** in facility operating expenses. These savings contribute to improved profitability, allowing the facility to allocate more funds to program enhancements, community initiatives, and reinvestment in the facility.

Source: Natural Resources Canada, "Energy Efficiency for Recreation Facilities," www.nrcan.gc.ca.

5.3.1(g)- Revenue Impact by Location (Urban Areas vs. Rural)

Revenue Increase: 30% to 40% in Urban Areas

- In larger, urban areas, multi-use facilities tend to experience **higher demand and usage** due to the larger and more diverse population base. Cities like **Richmond, BC** (home of the Richmond Olympic Oval) have seen significant **financial benefits** from integrating multiple rinks and aquatic amenities. In these locations, revenue can increase by **30% to 40%** compared to smaller, rural areas where demand might be more limited.

Source: Richmond Olympic Oval, "Sustainability and Economic Benefits of Multi-Use Recreation Facilities," www.richmondoval.ca.

5.3.2 - Summary of Estimated Revenue Increases:

- Ice Rinks (Multi-Pad): 20% to 30% increase in revenue due to higher booking capacity and the ability to host more events.
- Aquatic Facilities (25-meter pool + therapeutic pool): 15% to 25% increase from additional programs like lap swimming, therapy, and lessons.
- Cross-Programming and Packages: 10% to 15% increase from multi-use options (family packages, joint ice-skating and swimming passes).
- Community Engagement: 15% to 20% increase from diverse programs appealing to different community groups.
- Location-based Increase (Urban Areas): 30% to 40% increase in revenue due to higher demand and facility usage.

5.3.3 - Conclusion

Integrating four ice rinks, a 25-meter pool, and a therapeutic pool into one multi-use facility can significantly enhance revenue streams through optimized space utilization, increased community engagement, and reduced operational costs. On average, such a facility could see revenue increases of 30% to 50%, depending on factors like location, programming, and operational efficiency. This model not only supports financial sustainability but also broadens the accessibility and appeal of the facility to diverse community members.

5.4 - Analysis of Centralized vs Decentralized (Operational High Level)

DECENTRALIZED			CENTRALIZED		
REVENUES	\$1,623,364.80		REVENUES	\$2,109,730.56	*BASE 20% INCREASE
EXPENSES	\$3,265,263.96		EXPENSES	\$3,130,411.47	*BASE 25% DECREASE
TOTAL COSTS	\$1,641,899.16		TOTAL COSTS	\$1,020,680.91	
TOTAL SAVINGS PER YEAR					(\$621,218.25) PER YEAR

NOTES:

CENTRALIZED INCLUDES DELHI ARENA, POOL AND A QUAD FACILITY

MINIMUM DECREASES AND INCREASES AS PER RESEARCH WITHIN THIS DOCUMENT

DETAILED FINANCIAL ANALYSIS TO BE DONE TO INCORPORATE OTHER FACTORS (IE: ECONOMIC DEVELOPMENT ETC) WHEN THE PROJECT MOVES FORWARD TO THAT RECOMMENDED STAGES



5.4.1 - Comparison of Centralized vs Decentralized

2 Facilities (Delhi and Quad/Pool)

2 Refrigeration systems 1 pool system

3 Ice resurfacers

2 start up and closing costs -
refrigeration systems

Energy savings of 25% base

Opportunity for Growth in Revenue at
a base minimal 20%

Opportunity for Sponsorship rights
for rinks and overall building

Economic opportunities with
tournaments, special events,
bookings, swim meets

Staff alignment = more rental
availability, 1 day shut down and
opens morning ice

Staff utilization is more efficient to be
able to redeploy to other areas of
shortages to meet community
standards.

One drop off area for parents

Revenue increase of 20% base

Ability to do multiple programs

No loss of down time - Pool time

6 Facilities (5 rinks and 1 pool)

5 Refrigeration systems 1 pool system

5 Ice resurfacers

5 start up and closing costs -
refrigeration systems

Same costs

Status Quo

Opportunity for Sponsorship rights
for rinks and overall building

Difficult for booking as rinks
are in different locations

Staffing - currently has 2 days a week
shut down. Schedule does not allow
for morning rental

Continued struggle for staff coverage
to maintain facilities indoor and
outdoor to community standard

Two to five drop off areas for parents

Has potential to increase with
staffing increase

Ability to do ice programs or
swimming

Loss of pool time 2 weeks - Fair shut
down

5.5 - Community Centre's

5.5.1 - Analysis and Utilization

The community centre's in this section are standalone facilities, separate from any other recreational amenities. The standalone centre's include Vittoria & District Community Centre, Waterford Lions Community Centre, St. Williams Community Centre, Langton Community Centre, Port Dover Lions Community Centre, Port Dover Kinsmen Scout Hall, and Port Rowan Lions Community Centre and Courtland Community Centre serve as important hubs for the community, hosting a variety of activities such as arts programs, fitness classes, rentals, meeting spaces, and acting as general gathering places. Recommendations for these centre's will focus on optimizing staffing, ensuring efficient use of space, and enhancing the range of services to better meet the diverse needs of the community, while maintaining flexibility to adapt to different events and activities.

5.5.2 - Market Conditions

Incorporating multi-purpose spaces within community facilities has emerged as a best practice in modern facility planning and design, driven by the efficiencies gained in cross-programming, staffing, construction, and operational management. Given the advantages of co-locating multi-purpose areas, the construction of new stand-alone program spaces is generally discouraged, as they often suffer from underutilization, higher operational costs, and limited programming flexibility compared to integrated multi-purpose spaces within community centers.

All Norfolk Community Centre's should be maintained as a multi-purpose facility that offers diverse programming for individuals of all ages, fostering inclusivity and community engagement. This includes youth programs like after-school activities, community rentals, sports leagues, and arts classes; teen initiatives such as leadership workshops, fitness challenges, and social events; adult offerings including fitness, wellness, and hobby groups; and senior programs with gentle exercise, social clubs, and educational talks. The centers should also host community events, cultural programs, and intergenerational activities that promote connection across age groups. With flexible spaces for various activities, accessible facilities, a focus on health and wellness, and integration of technology, Community Centers can be a dynamic space that caters to the evolving needs of the community, while embracing sustainable practices and fostering an environment of learning, fitness, and social connection.

5.5.3 - Recommendations - Moving Forward

• Community Centre Policy

- It is recommended to develop a comprehensive Community Centre Facility Usage Policy that clearly defines the purpose and guidelines for using the space. The policy should outline permitted and prohibited activities, operating hours, and booking procedures, ensuring fair access to the facility for all community members. It should include a clear scheduling system, with priority for community-driven events, and establish rules for maintenance, cleanliness, and security, along with clear processes for cancellations and damage responsibility. Fees for usage and payment procedures must be transparent, and the policy should ensure accessibility and inclusion for all, including compliance with AODA standards. A code of conduct should be established to maintain a respectful and safe environment, with consequences for misconduct, and facilities should be regularly communicated with the community, offering a feedback mechanism for continuous improvement.

- **Vittoria & District Community Centre:** Recommendation to continue to operate the community center with the following upgrades
 - **Upgrades for the Community Centre:** Power Infrastructure Enhancement: A key upgrade should focus on addressing the power supply issues, especially for groups like the Twilight Quilters Guild of Norfolk. Currently, power shortages disrupt their events and rentals. A comprehensive upgrade of the electrical system should be considered to accommodate larger events and ensure the facility meets the needs of diverse user groups.
 - **Program Enhancements for Revenue Growth:** it is recommended that a detailed plan be developed to enhance the programming at the community centre. By expanding and diversifying offerings—such as hosting workshops, events, and community activities—the centre can increase its utilization and generate additional revenue, ensuring its financial sustainability.
- **Port Dover Lions Community Centre:** It is recommended that the Port Dover Lions Community Centre continue to operate as a rental facility under the management of the Port Dover Lions Club. Additionally, there should be an evaluation of how to make the programmable space more appealing and better suited to meet the needs of the entire community. This could involve enhancements to the space's functionality and design, ensuring it serves a broader range of activities and groups. There should also be a review of all existing contracts between the County of Norfolk and the Lions Club.
- **Port Dover Kinsmen Scout Hall:** As part of the Facilities Review Study, it is recommended to be considered in the overall review of the Port Dover Kinsmen Scout Hall. This could be explored in the context of merging programs with other community centers to maximize efficiencies and streamline the use of available facilities. By evaluating the potential for shared spaces, the community could benefit from improved resource allocation and enhanced service delivery.
- **Port Rowan Lions Community Centre:** It is recommended that the Port Rowan Lions Community Centre continue to operate as a rental facility. Additionally, there should be an evaluation of how to make the programmable space more appealing and better suited to meet the needs of the entire community. This could involve enhancements to the space's functionality and design, ensuring it serves a broader range of activities and groups.
 - Upgrades of Community Centre to align with current capital budget
- **Courtland Community Centre:** Maintain the Courtland Community Centre current operations to continue serving the needs of the local senior population
- **Langton Community Centre:** Maintain the Langton Community Centre's current operations to continue serving the needs of the local senior population.
- **Simcoe Recreation Center:** Maintain the Simcoe Recreation Centre as a community gathering place. Staff should move forward with plans to install a walking track around the existing floor and redesign the space to optimize usage for pickleball and other indoor sports, employing a flooring solution that minimizes injury risk compared to concrete.
- **St. Williams Community Centre:** To be included in the facilities review for assessing its potential.
- **Waterford Community Centre:** It is recommended to repurpose the Waterford Community Centre to better serve the needs of the community. Joining the community centre (3000 sq ft), library, and museum into one cohesive facility, creating a unified cultural hub

5.6 - Adult 50+ Spaces

5.6.1 - Analysis and Utilization

Norfolk has established three dedicated spaces for older adults and seniors at the following locations:

1. **Simcoe Seniors Centre - Simcoe Recreation Centre**
2. **Delhi Seniors Centre - Delhi Friendship Centre**
3. **Port Dover Seniors - Port Dover Community Centre**

These spaces serve as vital gathering places for residents, providing opportunities to socialize, learn new skills, access essential resources, and foster new connections. By creating these environments, Norfolk aims to enhance the quality of life for its older adult population and promote community engagement. Simcoe Senior Centre and Delhi Seniors Centre are designated as a SALC's (Seniors Active Living Centre) and funded by the Ministry for Seniors and Accessibility. The Port Dover Seniors is an independent organization that operates by renting space at the Port Dover Community Centre through Norfolk County, offering a variety of social, recreational, and educational programs for senior's in the community.

5.6.2 - Market Conditions

Research indicates that older adults are more physically active than previous generations, often favoring low-impact fitness activities over traditional pastimes like card games. Community centre's have been successful in attracting lower- and middle-income individuals, especially single women, due to their diverse programming that appeals to a wide age range. Members of 55+ centers report higher levels of health and activity, with 55% describing their physical activity as fair or moderate and 33% as good or excellent.

As the 55+ population becomes more active, there is a noticeable shift towards programs focused on health, wellness, education, and socialization, moving away from traditional activities. A balanced program offering is essential to cater to various interests and abilities, ensuring that all residents aged 55+ can benefit from the 55+ Recreation Centre and its programs.

McMahon, Tamsin. (2014). Seniors and the generation spending gap. Retrieved from <https://www.macleans.ca>. Statistics Canada. 2021 and 2016 Census 15 Older Adult Centres' Association of Ontario. 2010. Building Bridges to Tomorrow: User Profile of Older Adults centers in Ontario p.4, p68

5.6.3 Recommendations - Moving Forward

- Simcoe Recreation Centre: Continue to provide services to the Simcoe Seniors, ensuring ongoing support for the local senior community.
- Recreation Policy Review: The County should establish clear service level usage guidelines within the Recreation Policy. This will determine criteria for adding or subtracting community centers and set standardized service level fees for all seniors.
- Delhi Friendship Centre: As part of the Facilities Review Study, it is recommended to consider the repurposing of the Delhi Friendship Centre. The Delhi Seniors Centre will be evaluated alongside another county facilities to identify a suitable location within Delhi to meet seniors needs.
- It is recommended that the County continue to work with the Port Dover Seniors to integrate them into the existing approved Seniors Active Living Centres (SALCs) giving them access to resources/funding.
- Port Dover Arena: Evaluate the potential for creating a dedicated Seniors Centre within the existing Port Dover Arena building, enhancing services for older adults in the area.



5.7 - Youth Programming

5.7.1 - Analysis and Utilization

Norfolk County offers a variety of recreational opportunities for youth through three main types of programs. Direct registration programs include structured activities that require prior registration, such as babysitting courses, home alone programs, PA day camps, swim lessons, and floor hockey. Drop-in programs, on the other hand, are flexible, open sessions that do not require prior commitment and include activities like skating and swimming. Lastly, membership-based programs offer ongoing participation in specialized activities like aquatic and fitness programs, promoting long-term engagement in physical wellness. While these programs provide valuable opportunities, we currently do not offer an abundance of youth-targeted programs. To meet the growing demand, more youth-focused programs are needed, which can only be achieved through proper staffing and access to adequate spaces.

5.7.2 - Market Conditions

Addressing the needs of the younger population is vital, as research indicates that access to parks and recreation services significantly contributes to the physical, mental, and emotional development of youth. Studies suggest that young people often prefer unstructured activities, highlighting the importance of designing youth spaces that are flexible enough to accommodate a wide range of both structured and unstructured activities. These spaces not only provide safe meeting areas but also foster positive reinforcement, which can help address mental and physical health concerns among youth. By prioritizing the creation and enhancement of these environments, Norfolk County can better support the holistic development and well-being of its younger residents.

There is continuing evidence that through the years there has been a steady decline in youth sports participation in North America. Multiple studies have found this to be the case, including the State of Play 2021 report. The study concluded that youth sports participation was already progressively decreasing even before the restrictions imposed by the emergence of the COVID-19 pandemic were put in place. Since the beginning of the pandemic, 30% of children who were previously involved stated that they were no longer engaged in sports (State of Play, 2021), and there has been a steep decline in the frequency of sports participation overall. This is an alarming discovery, because sports offer children the opportunity to socialize with one another and partake in physical activity, which is a proven way to maintain and benefit one's overall health. Unsurprisingly, according to the State of Play 2021 report, the loss of sports has hurt many children, in many ways, with one in four parents stating that their child's mental health suffered when COVID restrictions were put in place. Luckily, since restrictions have been lifted, almost half of parents have said that they have seen an evident increase in their children's mental and physical health.

State of Play 2021 report. Parks and Recreation Best Practices report

5.7.3 - Recommendation - Moving Forward

- **Role Clarity:** Establish clear roles and responsibilities between Norfolk County and its partners to enhance collaboration and effectiveness in program delivery.
- **School Board Partnerships:** Create partnerships with local school boards to co-facilitate after-school programming, share program spaces, and improve communication and access for youth.
- **Organizational Support:** Ensure that the Recreation Division has the appropriate organizational structure in place to effectively support the delivery of current and future youth programs, activities, processes, and services.
- **Digital Communication:** Leverage technology and digital apps favored by youth to facilitate communication. Designate staff to capture opportunities and activities in real-time, ensuring timely updates and engagement.
- **Communications Plan:** Develop a comprehensive Communications Plan to keep youth informed about available opportunities and to highlight the positive contributions they make to the Norfolk community through recreation.
- **Youth-Focused Marketing Plan:** Create a marketing plan specifically targeting youth to promote employment and volunteer opportunities within recreational services.
- **Expanded Programs and Times:** Extend youth program hours to include evenings and weekends, and introduce a broader range of activities, such as aquatics, fitness, outdoor skating, and youth events, to better meet the interests and schedules of young residents



5.8 - Adult Programming

5.8.1 - Analysis and Utilization

Norfolk County offers a range of recreational opportunities for adults through three main types of programs. Direct registration programs include structured activities that require prior registration, such as first aid courses, cooking classes, wellness workshops, and fitness classes. Drop-in programs provide flexibility with open sessions that do not require prior commitment, including activities like open gym, swimming, and walking groups. Lastly, membership-based programs offer ongoing participation in specialized activities like fitness and aquatic programs, encouraging long-term health and wellness. While these programs provide valuable opportunities for adults, we currently do not offer an abundance of adult-targeted programs. To meet the growing demand, more adult-focused programs are needed, which can only be achieved through proper staffing and access to adequate spaces.

5.8.2 - Market Conditions

A lack of free time, driven by busy lifestyles, commuting, changing family structures, and various socio-economic factors, remains the primary barrier to adult participation in recreation. These time pressures have contributed to rising rates of obesity and chronic disease due to less physical activity, as well as a growing demand for flexible, convenient program options. Additionally, volunteerism levels have decreased. As a result, adults are increasingly seeking self-scheduled and spontaneous activities that can easily fit into their busy lives. This trend highlights the need for recreation programs that accommodate the time constraints of today's adult population.

The Centre's for Disease Control and Prevention (CDC): The CDC regularly reports on physical activity trends and their links to chronic diseases like obesity and diabetes. They also highlight barriers to exercise, such as lack of time.

"Physical Activity and Health: A Report of the Surgeon General" (1996) – This landmark report discusses the impact of time constraints on physical activity and the relationship between sedentary lifestyles and chronic disease.

National Recreation and Park Association (NRPA): The NRPA provides insights into how recreational programs are evolving to meet the needs of busy adults and highlights trends in flexible and on-demand programming.

NRPA publications often explore how time pressures and lifestyle changes impact recreation, and the association has specific studies on adult participation.

5.8.3 - Recommendations - Moving forward

- Create partnerships with Public Health Departments, Social Service agencies, the medical profession, Boards of Education, and Fitness/Sport groups to address health-related concerns of inactivity and obesity
- Develop and promote drop-in programming, as it is the preferred method of participation for many residents, while highlighting the benefits of active lifestyles.
- Create strategies to inform residents about the benefits of active living, and develop events to better understand their motivations for participation.
- Provide casual and drop-in activities to introduce residents to more active lifestyles, addressing the barrier of limited time.
- Develop programs that offer self-scheduled and spontaneous activities, enabling participation that fits easily into personal schedules.
- Hiring of recreation leader to focus on ensuring programs and services are dealing with inclusiveness to ensure that all residents have access to programs



6.0 - Outdoor Recreation

6.1 - Community Parks, Neighbourhood Parks, Parkettes, Waterfront Parks and Open Spaces

6.1.1 - Analysis and Utilization

Most parkland within the County is categorized as Community Parks, which can be defined as those containing athletic, special purpose and nature amenities for residents within a cluster of neighbourhoods in a larger geographic area. The park facilities within Norfolk County are more dispersed as a result of the aggregated nature of Norfolk County, with comparable parks in the varying urban communities. Norfolk County also has a significant amount of linked open space and natural heritage areas, which are also considered park spaces. In addition, Lakeshore Parks contribute to existing parkland and allow residents access to the waterfront. The waterfront is an invaluable resource for the County that provides opportunities for recreation, tourism and environmental stewardship.

Norfolk County is home to many parks and open spaces of varying sizes and are broken down into five distinct categories, these include Community parks, Neighbourhood parks, Parkettes, Linked open space and Natural heritage and waterfront Parks.

6.1.2 - Urban Park/Open Space Distribution

There are various recommended minimum standards for the allocation of parks and open spaces in municipalities, but the provision of parkland can vary significantly, reflecting the diverse socio-demographic profiles of Ontario communities. Factors influencing these variations include the rate of growth and development, historical attitudes toward green spaces, and the financial capacity to sustain ongoing maintenance programs. In the county, there has been a noticeable decrease in the distribution of urban parks and open space, with a reduction of 5.2 acres per 1,000 population since 2001.

YEAR	TOTAL: Community Parks, Neighbourhood Parks, Parkettes and Linked Open Spaces and Waterfront Parks
2001	279.9 Acres
2024	336.06 Acres

SUMMARY OF DISTRIBUTION

NORFOLK COUNTY TOTAL ACRES	Acres/1000 Population as per Norfolk County Official Plan standards for parkland provisions
279.9 Acres	9.8
336.06 Acres	4.6

6.1.3 - Recommendations - Moving Forward

- It is recommended that a detailed parks plan be done in conjunction with trails.

The detailed plan would also address the following points:

- To incorporate Norfolk Park branding and signage at all parks, including the Port Dover Tennis Courts and Port Rowan Park, with clear indications of public vs. private usage. Going forward, any signs requiring replacement should be updated to reflect the new branding and messaging, ensuring consistency across all park locations. This approach will strengthen the identity of Norfolk Park and enhance communication with the community while also providing sponsorship opportunities to support park initiatives.
- To establish a clear mandate for park maintenance, outlining standards for upkeep and condition across all parks. This mandate should also include an assessment of staff ratios to ensure adequate resources are available to maintain the parks at the desired standard, ensuring their safety, cleanliness, and overall quality for the community.
- Reallocation Surplus Community Lands: Consider reallocating surplus community lands for park use to better serve local residents
- Design Multi-use and Adaptable Park Facilities: Design parks and facilities that are flexible and adaptable to meet a range of community needs and activities
- To review playground infrastructure regularly, particularly when it requires renewal or structural changes, to ensure it meets the evolving needs of the surrounding community. This proactive approach will help maintain safe, accessible, and relevant play spaces that support the community's growth and development.
- Incorporate Best Practices in Design and Development: Ensure that parkland development follows best practices, incorporating sustainable design and community needs.
- Integrate Natural Areas into Parkland Design: Include natural heritage features and green spaces of part of parkland design, fostering a connection to nature.
- Inclusion of Multi-Use, Multi-Generational, and Multi-Seasonal Spaces: Create parks that cater to diverse age groups and activities, with spaces that can be used year-round.
- Incorporate Benches, Tree Planting and Shade Structures: Enhance parks with benches, tree planting and shade structures to improve comfort and environmental benefits. (opportunity for sponsorship)
 - Example: Port Rowan park benches
- Design and Placement of Internet Connections: Integrate connectivity into parks, where appropriate, to support community engagement and modern needs
- Develop a Policy for Park and Open Space Development: Included in the Recreation Policy document a clear policy requiring that all park design, construction, and development be done in collaboration with staff to ensure all standards and best practices are met.
- Establishing a Parks Foundation: Set up a foundation dedicated to managing donations and supporting parkland initiatives
- Land Exchanges or Swaps: Explore opportunities for land exchanges or swaps to enhance parkland availability and quality.

6.2 - Trails

6.2.1 - Analysis and Utilization

The network of trails in Norfolk County begins in Simcoe, the county's largest urban centre, and extends throughout the region. This network includes 29.56 km of gravel trails and 18.06 km of paved trails. Turkey Point, located off the beaten path, offers 90 km of mountain biking trails. Additionally, the waterfront trail spans over 70 km, running from Crescent Bay in the east to Long Point and Houghton Centre in the west, providing a wide range of outdoor experiences across the county.

6.2.2 - Market Conditions

Trails are an integral component of healthy communities which provide health, environmental, economic, and social benefits. Trails also conserve open space, separate walking and bicycling from vehicle traffic (except in on-road bicycle lanes), promote public health through exercise, and provide wildlife corridors.

6.2.3 - Recommendation - Moving Forward

- It is recommended that a detailed Trails and Parks Master Plan be developed within the next two years, incorporating public input throughout the process. This plan will ensure that the community's needs and preferences are effectively addressed, guiding the future development and enhancement of trails and parks in the area.
- Recommendation to develop a Master Waterfront Trails Study to include all Norfolk County public access to waterways, marinas, waterfront park and green spaces that would assist in the creation of a vision which will drive a governance structure and future path forward.



6.3 - Soccer Pitches/Fields

6.3.1 - Analysis and Utilization

The Norfolk soccer fields in Delhi and Simcoe are not only a hub for soccer in the region, but also stand as a testament to the dedication of two outstanding volunteer organizations. Both the Norfolk Soccer Club and the Simcoe District Youth Soccer Association (SDYSA) have made significant contributions over the years to ensure that these fields remain top-quality venues for youth soccer. Through extensive fundraising efforts and the involvement of local volunteers, these two organizations have invested major capital dollars into the development and maintenance of the soccer fields, providing essential infrastructure to support the growing number of young players in the community. This volunteer-driven commitment ensures that all kids in the area, regardless of their background or financial situation, have access to high-quality facilities to play the sport they love.

In Delhi, the Norfolk Soccer Club has been instrumental in maintaining the 2 FIFA regulation soccer fields, which are leased from a private landowner, while also providing funding for any necessary upgrades and improvements. Similarly, the Simcoe District Youth Soccer Association has played a key role in the development of the Norfolk County Youth Soccer Park in Simcoe, which houses 7 soccer pitches ranging from mini to full-size fields. Both clubs rely on volunteer efforts to organize fundraising events and secure sponsorships, all aimed at ensuring that local youth soccer programs continue to thrive.

The soccer fields are located at McLaugh Sport Park, Langton Lions Athletic Park, Port Dover Lions Silver Lake Park, Courtland Lions Community Park, Lynndale Heights Park and Simcoe Youth Soccer Park

6.3.2 - Soccer Service Levels

SOCCER (NORFOLK SERVICE LEVEL 1 PER 5,600)	2025	2030	2035
POPULATION	72,700	76,300	80,400
EXISTING PITCHES	13	17	17
PROJECTED SOCCER NEEDS (1 PER CURRENT SERVICE LEVELS)	13	13.6	14.5

6.3.3 - Soccer Organization Registrations

SERVICE LEVEL PER REGISTRATIONS	2024	2025	2030
NUMBER OF REGISTRATION SDYS	1048	1150	1500
NUMBER OF REGISTRATIONS DELHI	340	460	600
TOTAL REGISTRATIONS	1,388	1,610	2,100
NORFOLK SERVICE LEVEL 106/FIELD	13	15	19.8

6.3.4 - Market Conditions

Soccer participation in Canada is most concentrated among children aged 6-12 years old, as this age group represents the core of youth leagues and recreational play. However, there is a growing trend of early specialization, with many children now starting organized soccer activities as young as 3-4 years old, often through early development programs or introductory leagues designed to engage toddlers and preschoolers in basic skills and motor development (Canada Soccer, 2023). This trend is part of a broader movement toward early identification of talent, where kids are introduced to competitive environments sooner than in the past. At the same time, recreational and competitive soccer leagues continue to thrive for older age groups, with leagues expanding beyond childhood into the teenage years and even into U18 and U21 categories, providing structured pathways for both casual players and aspiring elite athletes (Canada Soccer, 2023; Canadian Soccer Business, 2022). These leagues serve as important avenues for skill development, competition, and, for some, a potential route to collegiate or professional play.

Source: *Canadian Soccer Business* <https://www.canadasoccer.com/>
<https://chatgpt.com/#:~:text=Statistics%20Canada%20%2D%20Sports%20Participation>

6.3.5 - Recommendations - Moving Forward

To further enhance the infrastructure and playing conditions at the Delhi soccer fields and Norfolk County Youth Soccer Park, the following recommendations are proposed:

- Recommendation: Install high-energy saving lighting for both soccer fields at the Delhi soccer fields. The addition of modern, energy-efficient LED lighting would extend playing hours, providing more opportunities for evening matches, practices, and events.
- Recommendation: Regrade the existing soccer field at Norfolk County Youth Soccer Park. Regrading the field will improve drainage, prevent water logging, and provide a level surface for play. This is essential for maintaining the safety and quality of the field, ensuring it meets the needs of all age groups.
- Recommendation: Construct new soccer fields on the 14 acres of unused land at the Norfolk County Youth Soccer Park. The 14-acre parcel provides an excellent opportunity to expand the facility's capacity to meet the growing demand for youth soccer in the region. Adding new fields will accommodate increasing player numbers, enhance the overall user experience, and allow for larger tournaments and events.
 - Opportunities for the Project:
 - Partnership with SDYSA: A partnership should be formed with the Simcoe & District Youth Soccer Association (SDYSA) to share the capital costs of the project with the County of Norfolk. This collaborative approach will reduce the financial burden on each organization while also strengthening the partnership.
 - Design Collaboration with Staff and Soccer Club: The design of the new fields should be developed in conjunction with Norfolk County staff and representatives from the soccer clubs.
 - Compliance with Field Standards: The fields should be designed and constructed to meet FIFA and CSA (Canadian Soccer Association) standards for soccer fields. This will ensure that the new fields are suitable for competitive and recreational play, including tournaments and league games, while also adhering to best practices for safety and sustainability.
- Recommendation: To work towards third party partnership for an indoor soccer facility utilizing the arena recommendations of Langton Arena as a possibility with the following condition
 - Opportunity for the Project:
 - Reach out to the Norfolk Soccer Club to open discussions on formulating a lease agreement that serves the best interests of both parties for a potential indoor soccer pitch. This collaboration could provide a valuable facility for the community while supporting the growth of soccer in the area



6.4 - Baseball

6.4.1 - Analysis and Utilization

Norfolk County has a total of 23 baseball fields, with 15 of them being lit and 8 unlit. The unlit fields are located in various parks throughout the county, including Wind-Del Community Park, St. Williams Lions Park, Thompson Memorial Park, Audrey S. Hellyer Memorial Park (Waterford), Port Dover Kinsmen Park, Simcoe Lions Park, Simcoe Colonel Stalker Park, Courtland Lions Park, Langton Lions Athletic Park, Simcoe Memorial Ball Park, Walsingham Park, Delhi Kinsmen Sports Complex, Harry Misner Memorial Park (owned and operated by Port Dover Lions Club), Simcoe Kinsmen Park and Delhi Delcrest Park.

6.4.2 - Baseball Service Levels

BASEBALL	2025	2030	2035
POPULATION	72,700	76,300	80,400
EXISTING DIAMONDS	23	23	23
PROJECTED BASEBALL NEEDS (1 FOR 3,160 RESIDENTS- CURRENT SERVICE LEVELS)	23	24	25

6.4.3 - Market Conditions

After being considered a sport in decline for the better part of the past two decades, baseball and its variations (including softball, fastball, etc.) are experiencing a resurgence. Baseball Ontario reported nearly 16,000 competitive participants in 2019, which was a growth of 39% compared to 2009, though that figure excludes recreational/house leagues and non-affiliated ball groups (thus actual participation figures are greater). Baseball Ontario's regional affiliate – the Eastern Ontario Baseball Association – also grew at a higher rate, increasing by 48% during the same period.

Baseball Ontario, Annual General Meeting Reports

6.4.4 - Recommendations - Moving Forward

- **Review of Booking Agreements:** It is recommended that all current booking agreements for baseball fields be revisited and updated. This review should ensure that all safety requirements are clearly defined and adhered to. Additionally, the level of field maintenance should be explicitly stated in these agreements. To ensure all aspects of safety, accessibility, and functionality are addressed with the construction or field modifications all designs and planning should proceed through Norfolk County.
- **Centralized Booking System:** Over the next five years, it is recommended that all baseball field bookings be managed through Norfolk's Recreation Department. This change will streamline booking processes, improve safety oversight, and ensure that all payments for field use are properly collected and recorded.
- **Improvements to Simcoe Memorial Ball Park:** The Memorial Park should undergo a comprehensive renovation over the next five years. This should include updating the playing field and upgrading the dugouts to meet modern standards for safety and player comfort.
- **Upgrading of Lighting at Simcoe Lions Park:** It is recommended that Lions Park be updated with new, steel light poles to replace the existing ones. This upgrade will ensure better visibility, safety, and energy efficiency, creating a more secure and enjoyable environment for players and spectators alike.

6.5 - Tennis

6.5.1 - Analysis and Utilization

There are 19 Tennis courts in Norfolk County, including Thompson Memorial Park, Langton Lions Sports Complex, Courtland Lions Sports Park, Waterford Tennis Courts (shared with High School), Port Rowan, Port Dover, Wind-Del Community Park, Pinehurst Park, Westwood Acres, and Percy Carter Park which achieves a service level of one per 3,826 residents. The benchmark for the number of tennis courts in a community typically ranges from one court for every 2,000 to 5,000 residents, depending on factors like population size, local demand, and community access. For example, in a town of 10,000 residents, having between 2 to 5 tennis courts would generally meet the needs of the population. However, this can vary based on how popular tennis is in the area, whether the courts are shared with other sports like pickleball, and the availability of nearby tennis facilities.

6.5.2 - Tennis Service Levels

TENNIS	2025	2030	2035
POPULATION	72,700	76,300	80,400
EXISTING TENNIS COURT SUPPLY	19	19	19
PROJECTED TENNIS COURT NEEDS (1 PER 3,826)	19	19	21

6.5.3 - Market Conditions

Research indicates that tennis is experiencing a resurgence, with Tennis Canada reporting that 6.6 million Canadians played at least once in 2018 a 23% increase since 2014. Nearly 3 million are frequent players, engaging at least weekly during the season, doubling the number from 2014. This growth is partly driven by baby boomers seeking social, lower-impact activities, as well as grassroots promotion of the sport. In 2018, over 200,000 children under 12 were frequent players, marking a 40% increase since 2015.

The success of Canadian athletes, such as Bianca Andreescu’s US Open win in 2019, has further fuelled interest. Additionally, initiatives like Tennis Day, which featured clinics and events aimed at introducing newcomers to the sport, have proven effective; 80% of participating tennis clubs reported increased participation following the event. Overall, these actors contribute to tennis's growing popularity across Canada.

The current demand and usage from the community and local tennis clubs suggest that the current number of courts in the county is sufficient to meet local needs. Based on usage patterns and community feedback, the existing facilities appear to be well-aligned with the demand, providing adequate access for recreational play and organized tennis events. As a result, there is not an immediate need for additional courts, though continued monitoring of usage and growth in the community will be important for future planning after the year 2035.

Tennis Canada. 2018 Annual Report.
Charlton Strategic Research. 2014 Canadian Tennis Brand Health Study. Ibid.

6.5.4 - Recommendations - Moving Forward

- **Port Dover Tennis Club:** That the Port Dover tennis courts be used exclusively for tennis, with access for private use by the Tennis Club and also designated public hours.
- **Recreation Policy Update:** The Recreation policy should include a service level commitment that clearly defines the balance between public and private usage of the courts.
- **Signage for Port Dover Courts:** Install Norfolk signage at the Port Dover Tennis Courts to clearly indicate their location for visitors, especially for tournaments, and highlight that they are Norfolk County courts.
- **Court Rules and Information Box:** Install a sign outlining the court rules, along with an information box to provide the public with details on hours of usage, upcoming tournaments, and other relevant information.
- **Upgrade of Vittoria Courts in Thompson Memorial Park:** The Vittoria tennis courts should be completely upgraded to meet safety standards and be designed as multi-use courts to better serve the community. Community consultation should be conducted to ensure the design reflects local needs.
- **Upgrades to Existing Courts:** All existing tennis courts within the county should be assessed and upgraded to meet modern safety standards. Multi-use functionality should be incorporated where beneficial to the community.

Design Specifications - Moving forward

When constructing or upgrading tennis courts, there are several key design and construction elements that need to be considered to ensure the courts are functional, safe, and meet industry standards. Below are the basic considerations for designing and building new tennis courts:

1. Court Dimensions and Layout:

- **Singles Court Size:** 78 feet long by 27 feet wide (23.77 meters x 8.23 meters).
- **Doubles Court Size:** 78 feet long by 36 feet wide (23.77 meters x 10.97 meters).
- **Total Area:** Ideally, each court should be surrounded by a 12-14 foot (3.66-4.27 meters) buffer zone on all sides for player safety and movement.
- **Net Height:** The net height should be 3 feet (0.914 meters) at the center and 3.5 feet (1.07 meters) at the posts.

2. Surface Material:

- **Hard Courts (e.g., Asphalt or Concrete):** These are durable, low-maintenance surfaces used for most public courts. They are typically the most common surface for recreational and competitive play.

3. Subbase and Drainage:

- **Proper Drainage:** Proper drainage systems are essential to prevent water pooling on the court. The surface should be sloped slightly (typically 1-2%) to allow water to run off efficiently.
- **Subbase Layer:** A high-quality subbase of compacted gravel or crushed stone is critical to provide a stable foundation, prevent cracking, and facilitate good drainage.

4. Fencing and Net Posts:

- **Fencing:** A 10-12 foot (3-4 meters) high fence should surround the court to contain the ball and keep players safe. The fence should be made of durable material, such as chain-link or wire mesh, to ensure longevity.
- **Net Posts:** Net posts should be installed securely on the sidelines, with proper anchoring to ensure they remain upright. These are usually made of steel or other durable materials.

5. Lighting:

- **Lighting for Night Play:** If the courts are to be used at night, install floodlights that provide even, glare-free illumination. Lighting poles should be 14-16 feet (4.2-4.8 meters) high, positioned outside the court area to minimize interference with play.
- **Optimal Lighting:** Typically, a minimum of 50-foot candles (a measure of light intensity) is required for recreational use, with higher levels for professional play.

6. Surface Color:

- **Color Selection:** Courts are usually painted in specific colors to ensure visibility of the lines and provide a comfortable playing experience. Common colors are green, blue, or a combination of both. These colors also help with heat absorption and visibility.

7. Accessibility:

- **AODA Compliance:** Ensure the courts are accessible to players with disabilities by including features such as wheelchair-friendly pathways, seating areas, and accessible restrooms.
- **Entrance and Exit:** Design clear, easy-to-navigate entrances and exits for players and spectators, as well as ample seating areas.

8. Court Markings:

- **Lines:** Lines should be 2 inches (5 cm) wide and made of a durable, non-slip material (typically paint or tape). Standard line colors are white or contrasting to the surface for clear visibility.
- **Boundary and Service Lines:** Ensure the boundary lines, service lines, and center lines are marked accurately to conform to official tennis regulations.

10. Safety Considerations:

- **Surface Smoothness:** Ensure the surface is smooth and free of cracks to prevent injuries.
- **Adequate Buffer Zones:** Provide proper buffer zones around the court to minimize the risk of injury from players accidentally running into fences or other obstacles.

11. Maintenance Considerations:

- Regular cleaning, surface repairs, and repainting (for hard courts) are necessary to maintain the quality of the courts.
- Drainage and fencing may need occasional repairs, especially after severe weather.

By ensuring that these fundamental design and construction elements are properly planned and executed, tennis courts will provide safe, enjoyable playing environments for both recreational and competitive use.



6.6 - Pickleball

6.6.1 - Analysis and Utilization

Norfolk County provides six dedicated indoor pickleball courts at Simcoe Recreation center. Outdoor courts are Wind-Del Community Park, Pinehurst Park, Westwood Acres, Thompson Memorial Park, Port Rowan Tennis Courts, Courtland Lions Community Park, Waterford Tennis Courts, Langton Lions Athletic Park, Percy Carter Park for a total of 16 pickleball courts.

6.6.2 - Pickleball Service Levels

TYPE	2025	2030	2035
POPULATION	72,700	76,300	80,400
EXISTING PICKLEBALL COURTS	19	21 -24 (INCLUDES PROPOSED ADDITION OF TURKEY POINT OR VITTORIA)	30 (INCLUDES ADDITION OF PORT DOVER ARENA AS THE COMPLEX IS COMPLETED)
NORFOLK SERVICE LEVEL 1 COURT PER	3,826	3,179	2,680

6.6.3 - Market Conditions

Pickleball is a lower intensity sport that can be played indoors in a gymnasium or outdoors on dedicated or multi-use courts that are shared with tennis. As improved data on utilization and participation levels becomes available, some municipalities have been constructing dedicated pickleball courts with appropriate specifications given that they are smaller in size and have a lower net height compared to tennis. Adults 55+ wishing to remain physically active are driving participation growth in pickleball to levels where it is one of the fastest growing sports in Canada (although it is recognized that the sport is also attracting younger players). The popularity of pickleball continues to spread across the Province and its prominence is further bolstered by being played at the Ontario 55+ Summer Games.

Pickleball Canada states that the number of players across Canada has grown ten-fold from 6,000 to 60,000 between 2012 and 2018, and the number of members with the governing body now stands at more than 22,000 individuals. Whereas Pickleball Canada recorded fewer than 500 pickleball courts in 2014, this number increased to more than 2,000 courts nation-wide in 2017. What once was a casual, energetic activity, pickleball has grown in popularity as many adults 55+ (including baby boomers) seek active leisure opportunities, along with pickleball organizations also placing a focus on recruiting younger ages to participate as well.

Usage: Due to the rapid rise of the sport, very few municipalities have established targets for outdoor pickleball courts. Most municipalities provide pickleball courts on an ad hoc basis to respond to demand, monitoring use and adding more courts and locations along the way. Initially, Norfolk County painted pickleball lines on outdoor tennis courts. However, the regulation's approach has limitations (e.g., net height, line confusion, and conflicts over access) and is not recommended as a long-term solution where there is sustained demand for tennis. Some municipalities have also established temporary pickleball courts on a variety of other locations such as ball hockey rinks, arena floors, and parking lots (e.g., temporary pop-up pickleball courts are located in Richmond Hill and Markham).

Like Godzilla rising from the sea, the recreation behemoth pickleball has still not slowed its seemingly unstoppable march through cities as the fastest-growing recreational sport in the nation. Along with all the good that pickleball brings, the noise factor is drowning out even residents of communities who are most willing to accept the good about the sport: healthy active recreation, great for older adults, all ages can play — what's not to like? Unfortunately, conflicts over noise are growing. Neighbors are suing neighbors. Public hearings in some localities have become so heated that law enforcement has had to intervene. As a result, park and recreation agencies have become much more careful when deciding where to site pickleball courts. Some agencies are now conducting sophisticated sound studies when planning new courts, and are looking at sound abatement measures that will reduce the incessant “thwack-thwack” noise that travels improbable distances from pickleball courts.

*<https://www.nrpa.org/parks-recreation-magazine/2024/january/top-trends-in-parks-and-recreation-for-2024/>
Pickleball Canada. April 2018 Newsletter. p.3*

Note: Community Feedback

Throughout the consultation process, there were numerous requests for more pickleball courts. The community survey respondents expressed support for additional investment in outdoor and indoor pickleball facilities. It was also evident that Turkey Point residents were split on the preferred location of pickleball courts to be located strategically, away from parks or residential areas or within the park. Additionally, requests for more pickleball courts were noted within the survey respondents supporting further investment in this area. To complement the Town's outdoor courts, stakeholders highlighted the need for pickleball courts, as many currently travel to other municipalities for winter tennis activities.

6.6.4 - Recommendations - Moving Forward

• Construct 3 designated Pickleball outdoor Courts at Vittoria:

- The courts will be designed to meet official pickleball standards with durable, weather-resistant surfaces.
- The courts will be designed for a minimum of 3 courts to meet tournament regulations
- The county will work with the community on the placement and design
- Bright, high-contrast paint will be used to mark the court boundaries and other necessary features
- All construction will follow environmental regulations and conservation standards to minimize impact on the park's natural habitats.

• Construct 2 designated Multi-Use Courts at Turkey Point Park:

- The multi-use courts will be designed to meet official pickleball standards with durable, weather-resistant surfaces.
- The multi-use courts will be strategically placed within Turkey Point Park and the location to maximize accessibility while minimizing disruptions to other park activities.
- The county will work with the community on the placement and design
- All construction will follow environmental regulations and conservation standards to minimize impact on the park's natural habitats.
- To address potential concerns regarding noise, particularly for nearby residential areas, a noise reduction fence will be installed around the courts.

• Simcoe Recreation Centre: Explore opportunities to provide additional pickleball courts at the Simcoe Recreation Centre through resizing the floor and adding a new floor surface for the safety of all participants.

- The courts will be designed to meet official pickleball standards with durable slip proof and weather-resistant surfaces. Bright, high-contrast paint will be used to mark the court boundaries and other necessary features.

- **Port Dover Arena:** Investigate the potential repurposing of the Port Dover Arena to create indoor pickleball courts as we phase out the arena to the new complex.
- **Recreation Policy Development:** Incorporate a Pickleball Policy within the Recreation Policy that prohibits any courts within 150 feet of nearby home property lines. New courts will require a county permit if located within 250 feet of a residence, with a noise limit set at 47 decibels. Limit the number of pickleball courts to a maximum of two at local parks, while allowing more courts at County recreation centers, ensuring enhanced setback distances and noise abatement measures (e.g., landscaping, berms, and other barriers). Additionally, consider supporting amenities such as painted surfaces, wind screening, shade, and seating to improve the user experience.
- **Recreation Policy Development:** That the new Recreation Policy establishes a user service level for pickleball, guiding Norfolk County in the planning and development of new courts. This framework will ensure that the needs of the community are met and that resources are allocated effectively to promote the growth of pickleball in the area.

Design Specifications

1. Court Dimensions:

- **Length:** 44 feet (13.41 meters)
- **Width:** 20 feet (6.10 meters)
- **Non-Volley Zone:** 7 feet (2.13 meters) from the net on each side
- **Service Boxes:** 10 feet (3.05 meters) wide by 15 feet (4.57 meters) long

2. Surface:

- **Materials:** Common surfaces include asphalt, concrete, or acrylic-coated asphalt for smoothness and durability. Rubberized or cushioned surfaces help protect joints.
- **Color:** Typically blue and green for high visibility and contrast. White or yellow lines for clear marking.
- **Texture:** Should provide good traction and reduce wear on the ball.

3. Drainage:

- **Slope:** Courts should have a slight slope (1-2%) for proper water runoff.
- **Drainage Systems:** Perimeter drains or under-court drainage systems prevent water pooling.
- **Maintenance:** Regular cleaning and resealing to preserve court longevity.

4. Net:

- **Height:** 34 inches (86.36 cm) at the center, 36 inches (91.44 cm) at the posts.

5. Court Markings:

- **Lines:** 2-inch (5.08 cm) wide, usually white or contrasting colors to delineate the non-volley zone, service areas, and centerline.
- **Non-Volley Zone:** Clearly marked 7 feet (2.13 meters) from the net on both sides.
- **Service Boxes:** Divided by a centerline for serving.

6. Fencing:

- **Height:** Fences should be around 10-12 feet (3-3.65 meters) high to prevent balls from leaving the court.
- **Material:** Typically made of chain-link or vinyl-coated mesh for durability and visibility. Privacy slats can be added if needed.
- **Position:** Fencing should surround the court on all sides, with extra space around the court for player safety and movement.

6.7 - Multi-Purpose Courts

6.7.1 - Analysis and Utilization

Norfolk County has fourteen Multi - purpose Courts/Basketball/Ball hockey hard surface courts, including Langton Lions Sports Complex, Courtland Lions Community Park, Lynndale Heights Park, Pinehurst Park, Port Rowan Tennis Courts, Turkey Point, Lingwood Park, Waterford Tennis Courts, Port Dover, Crestlynn Park, Percy Carter Park, Fairview Heights Park, Delhi Delcrest Park, Briarwood Acres Park and Delhi Lions Park

6.7.2 - Market Conditions

Outdoor hard surface courts primarily serve basketball but can also accommodate a variety of informal activities like ball hockey, outdoor skating, and soccer. The Ontario Basketball Association reports that the number of affiliated organizations has doubled from 484 to 900 teams since 2015, increasing demand for outdoor basketball courts. Factors driving this popularity include affordability, access to free courts, and the sport's appeal, particularly following the Toronto Raptors' championship win in 2019. Unlike hockey, basketball is easy to learn, safe, and can be played individually or in small groups.

Best practices across Ontario show a trend towards multi-use courts that support various activities requiring large, hard surfaces. Municipalities like Windsor and Clarington are innovating by installing plastic tiling systems over older court surfaces. These “Flex Court” systems reduce resurfacing costs, minimize noise, absorb physical impacts, and offer environmental benefits like reduced heat radiation. From a maintenance perspective, they come with warranties, require less upkeep, and allow for easy replacement of broken tiles, making them a practical choice for community courts.

6.7.3 - Recommendations - Moving Forward

- **Renew Aging Basketball/Multi use Courts:** To renew aging basketball and multi-use courts, upgrading them to multi-use facilities unless specifically designated for pickleball or tennis. This will provide versatile spaces that cater to a range of recreational activities, enhancing community use and ensuring the courts meet current needs.
- **Construct 2 designated multi-use courts at Turkey Point Park (Pickleball, tennis, basketball)**
- **Construct NEW or complete conversions of existing court surfaces to multi-use courts (NEW – Waterford Audrey S. Hellyer Park, NEW – Delhi Lions Community Park, Conversions of Existing Courts – Courtland Lions Community Park, Port Rowan Community Centre Park, Crestlynn Community Park and Langton Athletic Park.**
- **Design and construction of all multi-purpose courts to be laid out in the proper design to be 94 feet long and 50 feet wide that would include basketball, volleyball, tennis, badminton, hockey etc all in one place .**
- **Evaluate Court Locations:** During the renewal process, investigate opportunities to enlarge existing courts or consider decommissioning half-court facilities where appropriate.
- **Incorporate Features and Amenities:** Ensure that new courts include features such as colored coatings and combination goal posts that can serve both basketball and ball hockey, as well as incorporate volleyball courts to enhance versatility and community engagement.

Ontario Basketball Association Annual Reports.

25 Flex Court Canada. Retrieved from: <http://www.flexcourtcanada.ca>

6.8 - Splash Pads

6.8.1 - Analysis and Utilization

There are splash pads located at Delhi Kinsmen pool and Simcoe Kinsmen Splash Pad in Norfolk County. Each splash features a variety of components. The County's splash pad supply results in a service level of one per 5,145 children

6.8.2 - Splash Pad Service Levels

PLACE	2021 CHILDREN POPULATION (0-14)	SUPPLY	SERVICE LEVEL
BELLEVILLE, ONTARIO	8,225	3 SPLASH PADS	2,741
HALDIMAND COUNTY	8,630	2 SPLASH PADS	4,315
HALTON HILLS	10,720	3 SPLASH PADS	3,573
BRANTFORD	17,970	6 SPLASH PADS	2,995
GEORGINA, ON	7,770	4 SPLASH PADS	1,942
AVERAGE	53,315	18 SPLASH PADS	2,961
NORFOLK SERVICE LEVEL	10,290	2 SPLASH PADS	5,145

6.8.3 - Market Conditions

Outdoor aquatic facility models have evolved significantly over the past 20 years, with many municipalities transitioning from aging outdoor pools to splash pads. These facilities are more cost-effective to build and operate, as they can be easily integrated into various park settings, are accessible, and do not require intensive staffing due to the absence of standing water. There are three main types of splash pads: freshwater systems, which drain directly to municipal sewers and are the most cost-effective; recirculating systems, which filter and reuse water but require more oversight for chemical maintenance; and greywater systems, which collect water for irrigation and other uses. Splash pads have gained popularity, particularly among young families seeking affordable ways to cool off on hot days.

6.8.4 - Recommendation: Moving Forward

Given the current water supply issues, operational costs, staffing shortages, and proximity to existing beach and water access, the construction of new splash pads should be considered after 2035. Additionally, future splash pads should be guided by the Recreation Policies, which must include a strategic outline of site criteria, encompassing factors such as size, setbacks, site access, operational expenses, and water consumption. This approach will ensure that any new facilities are both sustainable and effectively meet community needs.

6.9 - Skateboard Parks

6.9.1 - Analysis and Utilization

Norfolk County provides four dedicated skateboard parks located at Waterford, Port Rowan, Port Dover and St. Williams. Waterford's skate park grand opening was on June 19th, which was achieved through a collaborative effort between dedicated community volunteers, various stakeholders, and Norfolk County.

6.9.2 - Skateboard Park Service Levels

TYPE	2025	2030	2035
POPULATION - YOUTH	15,267	16,793	18,472
EXISTING SKATEBOARD PARKS	4	4	4
NORFOLK SERVICE LEVEL 1 PARK PER 3,816	3,816	4,198	4,618

6.9.3 - Market Conditions

The skateboard market in Canada is projected to grow during the forecast period. The growth can be attributed to the increasing number of extreme sports enthusiasts and rising disposable income in the country. The electric skateboard segment is expected to lead the market in Canada, owing to its growing popularity among youngsters. This can be attributed to the increasing number of youngsters taking up skateboarding as a sport and the growing demand for cruiser boards and longboards. The market's expansion can be attributed to a variety of factors, including rising disposable income, changing lifestyles, and increased awareness of the health benefits of skating. Additionally, the introduction of new designs and models of skateboards is also contributing to the growth of the market. Electric skateboards with connected features, such as infrared connections, Wi-Fi, and Bluetooth, are gaining popularity in the global market.

In addition to that, skateboarding is gaining prominence across Canada. In a nation with a population of a mere 38 million people, there are approximately 900,000 skateboarders throughout its ten provinces and three territories. There are currently more than 517 skate parks in Canada. Support is constantly increasing for public skate parks as more and more communities develop free public skate parks. In contrast to what was going on up until the late 80s, today there are only a handful of distributors running the show in Canada.

Source: <https://www.actualmarketresearch.com/product/canada-skate-board-market>

6.9.4 - Recommendations - Moving Forward

- A service level of 1 skateboard park per 3,816 youth aged 10 to 19, currently, and 1 skateboard park per 4,618 youth by 2035, would be considered sufficient. However, the spatial distribution of these facilities is equally important, as youth often have limited transportation options. Moving forward beyond 2035, skateboard parks should be considered youth-centric facilities and should be located in highly accessible areas, such as near residential neighborhoods, schools, or along transit routes, to ensure equitable access for all youth.

6.10 - Leash Free Zones and Dog Parks

6.10.1 - Analysis and Utilization

There are three off-leash dog parks in Norfolk County currently and a new one to be constructed in 2025 in Deli. They are located at Audrey S. Hellyer Memorial Park (Waterford) and Don Shay Memorial Park (Simcoe), Port Dover Kinsmen Park. Norfolk recognizes 2 styles of off-leash dog parks; fenced and unfenced. The non-fenced dog park requires owners to have voice control over their dogs. Fenced dog parks typically provide for a separate fenced area for and/or elderly dogs. The County's current service level is one per 18,175 residents.

6.10.2 - Market Conditions

With by-laws regulating the use of leashes, off-leash dog areas provide owners an opportunity to exercise and socialize with their dogs in a controlled area. Off-leash dog areas should not be viewed strictly for pets as best practices suggest that they are also beneficial for residents and community interaction among those who share a common interest. Off-leash dog areas have proven to be very successful, particularly in highly urbanized communities that tend to have several such facilities as opportunities for dogs to run freely may be limited.

For many municipalities, off-leash dog parks can be opportunities for community organizations or the private sector to get involved through assisting with operations, fundraising or partnerships. While off-leash dog parks are popular amenities for pet owners, finding the right site for the development of new locations can be a challenge due to noise concerns. Careful consideration, planning and consultation is a best practice when identifying new off-leash dog park locations with consideration given to a range of factors. As a best practice, municipalities should evaluate factors, including, but not limited to, setback and layout requirements, accessibility, site buffers, impact on the natural environment, future development potential, compatibility with other users, and more.

6.10.3 - Recommendation - Moving Forward

No new dog parks are recommended for construction until after 2035. Moving forward the site selection criteria outlined in the chart should be used for planning and decision-making in the development of lease-free dog parks beyond 2035. These factors will guide the creation of parks that meet the growing demand for accessible, safe, and sustainable spaces for both dogs and their owners. By considering elements such as proximity to residential areas, environmental sustainability, community needs, and long-term maintenance, these criteria will ensure that future dog parks foster a positive environment for recreation, promote responsible pet ownership, and contribute to the overall well-being of the community.

SITE CRITERIA	DESCRIPTION
SIZE	Off-leash dog parks should have a minimum area of 3,000 square meters.
SETBACKS	50 meter minimum setback from residential uses, although a reduced setback is permitted when separated by a public road or street or other buffer.
SITE ACCESS	Off-leash dog parks should have on-site parking and be accessible by transit.
NATURAL ENVIRONMENTS	Off-leash dog park should be located outside environmentally sensitive areas on generally flat land with sufficient drainage
WATERFRONT ACCESS	Off-leash dog parks should not be located at waterfronts parks
YEAR-ROUND USE	Off-leash dog parks should be available to the public for year-round use.
WILLING COMMUNITY	That there is a willing community organization open to taking on responsibilities to assist with day to day maintenance and operations.



7.0 - Other Outdoor Opportunities and Considerations from the Public Consultation

7.1 - Disc Golf (New Opportunity Trend)

7.1.2 - Market Conditions

The disc golf market has experienced significant growth in recent years, driven by rising participation and increased infrastructure development. The global market is expanding, fueled by growing sales of discs, baskets, and accessories from major brands like Innova, Discraft, and Dynamic Discs. The low-cost barrier to entry, with affordable equipment and many free public courses, has made the sport accessible to people of all ages and skill levels.

7.1.3 - Recommendations - Moving forward

- Continue to review and assess open spaces to incorporate disc golf as a low-cost recreational option for the community. By utilizing existing public parks and underused areas, we aim to offer accessible, affordable opportunities for people of all ages and skill levels to engage in the sport. This approach allows us to introduce disc golf without significant financial investment, creating an inclusive outdoor activity that fosters physical fitness and community engagement, while maintaining a focus on sustainability and minimal environmental impact.



7.2 - Outdoor Fitness Equipment in Parks

Currently there is Outdoor fitness equipment located at Turkey Point park.

7.2.1 - Market Conditions

Municipalities have been integrating outdoor fitness equipment within parks in response to growing demands for outdoor exercise opportunities. Popular throughout the United States and Europe, Canadian municipalities have begun introducing outdoor fitness equipment that allow people to participate in free outdoor activities and engage more people in the public realm. It is common for municipalities to work with the community to develop outdoor fitness equipment locations through partnerships and fundraising.

7.2.2 - Recommendations - Moving Forward

- To promote outdoor physical activity and fitness, it is recommended to incorporate outdoor fitness equipment as part of the park design or renewal process. Strategic placement of this equipment should focus on major parks, popular destinations, trails, and intensification areas. Potential locations may include:
 - Community Parks: Central gathering spaces for residents.
 - Trails: Along popular walking and biking routes to encourage exercise breaks.
 - Near Playgrounds: Providing fitness options for parents while children play.
 - Sports Fields: Enhancing areas already dedicated to physical activity.
 - Community Centers: Accessible for users attending various programs.

By integrating outdoor fitness equipment in these key locations, the community can foster a culture of health and wellness.

7.3 - Outdoor Recreation Technology

7.3.1 - Market Conditions

Technology has revolutionized parks and recreation by responding to the growing demand for holistic, outcome-driven programming that meets the diverse needs of the community. Key trends include wearable technology for fitness tracking, online bookings and registrations that streamline access, and interactive fitness platforms that engage users. Virtual programming expands participation opportunities, while mobile apps connect users with nature. The addition of Wi-Fi in parks enhances accessibility, and social networking fosters community engagement. These advancements also facilitate data collection for youth, seniors, and low-income residents, enabling tailored services that address the unique needs of various demographics.

7.3.2 - Recommendation - Moving forward

- To enhance accessibility and connectivity along the trails, it is recommended to incorporate outdoor charging pods at key locations. These charging stations will provide internet access and allow users to charge their devices, benefiting youth and seniors alike. This initiative will assist with location identification and improve the affordability of data, ensuring that all community members can fully engage with the outdoor spaces and resources available to them.

7.4 - Cycling Gravel Path

7.4.1 - Analysis and Utilization

The current trails in Norfolk County are beautifully planned, featuring off-road and paved options. A dedicated group of volunteers, including 100 in Turkey Point, maintains the off-road bike paths, meeting weekly to ensure safe travel for residents. The Turkey Point Trails cover over 90 km and attract ____ visitors from outside the county each year. The paved trails connect Port Dover to Waterford and Delhi, with ongoing maintenance provided by the county.

7.4.2 - Market Conditions

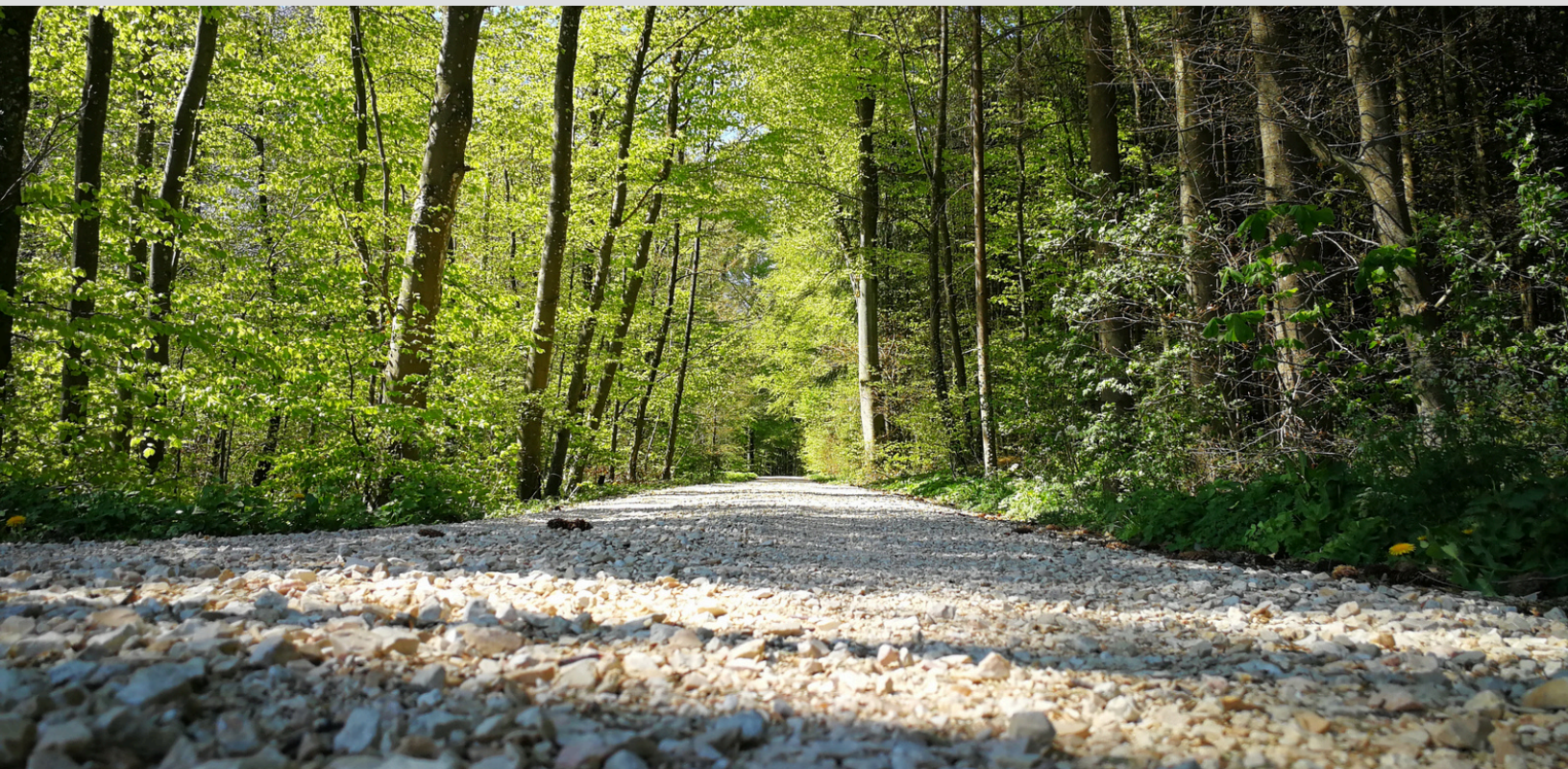
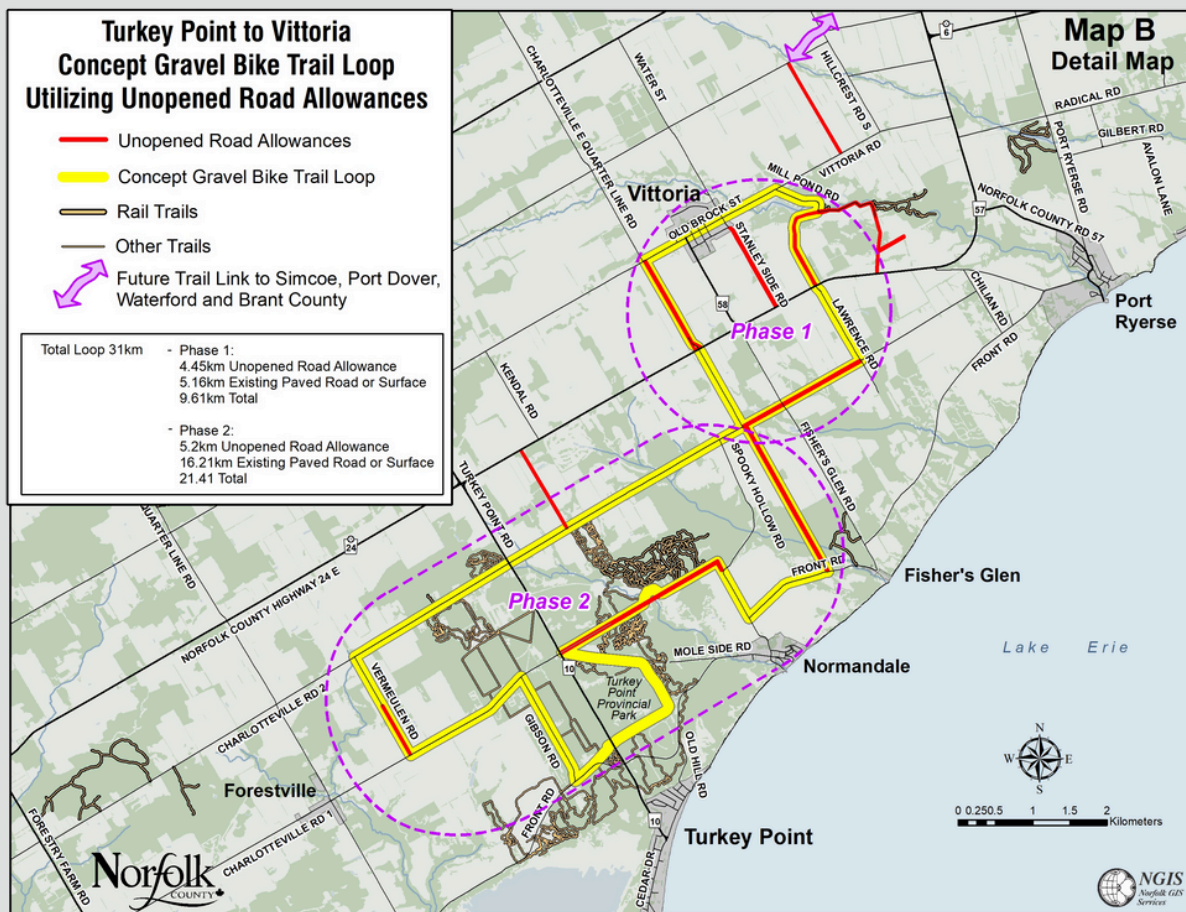
Gravel cycling is a relatively newly categorized and increasingly popular type of cycling. While cyclists have been riding on gravel roads for decades the recent surge in interest and classification of gravel cycling is fuelled by the increasing interest in cycling as a whole, for both recreation and sport; new bike technology, and the proliferation of gravel cycling events. "Gravel riding is exploding in popularity" (Bicycling Magazine (2019)

<http://www.bicycling.com/bikes-gear/a27021852/gravel-biking>

https://www.transportationoptions.org/uploads/8/7/2/0/8720033/gravel_cycling_market_research_report___final_-_public___pdf

7.4.3 - Recommendations - Moving Forward

- To construct a gravel pathway in two phases as shown on the map below. The proposed gravel pathway will fill a significant gap in the community's current trail offerings. It provides a safe alternative for cyclists, reducing the need to ride on roads, and supports economic development for nearby commercial stores.
 - Construction: A gravel pathway should be constructed using the road allowances as indicated on the map through a Public-Private Partnership (P3).
 - Funding Agreement: That we seek a third party to enter into an agreement with the County to provide funding for the construction of the gravel pathway. This partnership could help secure the necessary financial support to expand and improve the trail network, benefiting both the community and outdoor enthusiasts.
 - Right of Way: The County will provide the necessary rights of way through road allowances and utilize survey funds for the project.
 - Phased Implementation: The construction of the gravel path will be completed in two stages, with plans forwarded to the public for input at each stage.
- This approach ensures community involvement and sustainable development of Norfolk County's trail network.



8.0 - Organizational Structure Norfolk County Recreation and Parks

As part of our efforts to optimize the Parks and Recreation Department, and following comprehensive discussions with staff, we present several key areas for analyzing the department based on the findings of the Master Recreation Plan – Recreation Without Borders:

8.1 - Recommendations - Moving Forward

- It is recommended that an organizational review be conducted to evaluate and unify the Parks and Recreation Department.

The review should focus on analyzing the following key areas:

- **Creation of a Unified Department:** It is recommended that a full-time position that combines the roles of the Director of Recreation and the Director of Parks be established. Community and staff feedback suggests that merging these roles will enhance communication and coordination with user groups. A unified department would streamline operations, create staffing efficiencies, promote existing assets more effectively, and improve overall communication and marketing for all recreational facilities and parks.
- **Administrative Support:** Combining the two director positions would provide the opportunity to allocate funding towards an administrative assistant role. This position would support communication, scheduling, and other administrative tasks, thereby improving efficiency and responsiveness in managing both recreation and park services.
- **Administrator of Recreation Management Software:** An Administrator role for the Recreation Management Software (ENCORE), an online platform for facility bookings and program registrations would benefit staff and the public. This position is crucial for customer service and serves as the administrative tool to manage revenue, bookings, and space utilization. As the first point of contact for users, the Administrator will ensure smooth operations, enhance customer experience, and support the effective management of recreation services.
- A **Recreation Coordinator (Inclusive Support)** role to support inclusion and participation, providing one-on-one support to enhance accessibility year-round would bolster inclusivity. This role will guide recreation staff in offering individualized care within group settings, ensuring all participants, including those in summer, adult, and senior programs, receive the support they need. The Recreation Leader will be responsible for maintaining the safety and development of all recreation programs, fostering a more inclusive environment, and ensuring all program registrants have an enjoyable and fulfilling experience.
- **Recreation leaders** to support the the position of Recreation Coordinator (Inclusive Support) to ensure that program participants receive the necessary support for a successful and inclusive experience in recreation programs.
- With the transition to a new complex there's an opportunity to reassess staffing and redistribute workloads for better efficiency. By evaluating current responsibilities, identifying areas of overlap, and centralizing roles where possible, staff can be reassigned to better cover the parks and community centers. This restructuring could involve cross-training staff, creating flexible schedules to ensure adequate coverage during peak times, and maintaining balance to avoid overburdening employees. Additionally, leveraging technology for task management and communication will streamline operations. Regular assessments and feedback from staff will help refine the plan and ensure optimal staffing levels and workload distribution.

- The Community Hall Function Coordinator positions should be reviewed, their current compensation does not reflect the duties assigned make it challenging for one person to effectively manage all responsibilities. A reassessment of both compensation and workload distribution is necessary to ensure that the positions are adequately staffed and supported, allowing for better performance and service delivery.
- A **Capital Project Manager** position would be highly beneficial, responsible for overseeing all large and small capital projects related to parks and recreation infrastructure. Currently, the duties are divided between the two park supervisors, which creates challenges in managing projects effectively. Additionally, the maintenance tech position, which was previously under Parks, has now moved to Facilities, broadening its focus to all facilities rather than just parks and recreation. This shift further highlights the need for a dedicated Capital Project Manager to streamline and manage infrastructure projects more efficiently.
- **Customer service and front line recreational staff** should be a key component of the new organizational structure moving forward. Additionally, it should be considered as part of a larger Service Norfolk group to ensure a more unified and efficient approach. This integration would help streamline customer interactions and improve overall service delivery across the County.
- Arena casual staff positions should also be reviewed, as these roles are difficult to fill. A reassessment of compensation, job responsibilities, and recruitment strategies may be necessary to attract and retain qualified individuals, ensuring smooth operations and adequate staffing levels.
- The overview should also consider other positions that may become available and whether they should be incorporated into the Parks and Recreation portfolio. This approach could lead to a more integrated and efficient management structure, but it would require careful consideration of the potential impacts on staffing, responsibilities, and overall operations. Aligning related positions within the same portfolio could streamline processes and improve coordination across departments.



9.0 - Recreation Policies

A recreation policy provides a solid foundation for the successful operation of a recreation department, guiding decision-making, service levels, and operational standards. It ensures consistency, accountability, and transparency in how programs are run, how facilities are managed, and how the community engages with the services provided. By having clear rules and guidelines in place, recreation departments can enhance their service delivery and ensure a high level of satisfaction and participation within the community.

9.1 - Recommendation - Moving Forward

- That a detailed recreation and parks policy document be developed to ensure service levels and program offerings meet the needs of Norfolk County residents.
- It is recommended that recreation staff lead the recreation policy in consultation with user groups and the Recreation and Parks Advisory Committee, and develop a draft recreation policy for Council's review and adoption.

The recreation policy should include the following key areas:

- **Service Levels:** Establish clear service levels for all Norfolk County residents regarding access to programs, as well as indoor and outdoor facilities.
- **Ice Allocation Policy:** Create a transparent ice allocation policy to ensure fair and efficient use of ice surfaces, accommodating various user groups and scheduling needs.
- **Program Involvement:** Define which programs Norfolk County should actively manage and deliver, as well as those that may be better suited for community organizations or private entities.
- **Parks and Recreation Agreements:** Update all agreements in place to ensure accuracy and fairness
- **Outdoor fields Policy:** Create a transparent field and courts allocation policy to ensure fair and efficient use of fields and courts
- **Quality of service:** Sets expectations for the quality of services and service delivery standards(e.g. Staff qualifications, participant-to-instructor ratios)
- **Parks and Trails Development:** Outline standards for park and trail development, including specifications for lighting, paving, and accessibility to enhance recreational opportunities.
- **Pool Lessons Allocation:** Develop a structured approach for allocating pool lessons, ensuring equitable access and accommodating different skill levels and age groups.
- **Program Allocation:** Establish guidelines for program allocation that prioritize community needs and interests, ensuring a diverse range of activities is offered.
- **Service Fees for Non-Residents:** Determine appropriate service fees for non-residents using Norfolk County facilities and programs to ensure fair compensation and resource allocation.
- **Inclusivity:** Address inclusivity, ensuring programs are accessible to people of all ages, abilities, and backgrounds
- **Seniors Policy:** Implement a specific policy to address the recreational needs and interests of seniors, promoting engagement and participation in various activities.
- **Customer Service Standards:** Define the expectations for customer service, including response times, communication, and conflict resolution.
- **Facility Usage Policy:** Develop a comprehensive facility usage policy that includes operating hours, dressing room availability, and guidelines for scheduling and maintenance.

- **Comprehensive review of current user fees:** Update a recreation usage fee including subsidized rates
- **Partnerships and Community Involvement:** Provide guidelines for managing partnership for working with external organizations (e.g., lawn bowling, curling, rugby, lacrosse, community groups, sports leagues, school, hall users)
- **Defining the definition of Parks:** Review and update the standards of Norfolk County for the construction and maintenance of all parks and passive areas of green space Including establishing general principles for design and development of parks and trails that are inclusive of all residents.
- **Development Charges:** Review development charges and consider a recreational surcharge on all new developments

10.0 - Promotion and Communication

10.1 - Recommendation - Moving Forward

- Utilize technology to improve communication and service delivery and to promote recreation programs and events offered by the county
 - Increase use of a variety of social media platforms to publish recreation and park programming/events inform as they come
 - Share e-newsletter with schools
 - Create unique “hashtags” or geolocation within the county to garner attention.
 - Develop and post online promotional videos for special announcements, engagement, and to promote events and recreation projects.
 - Engage an ambassador, who could be a volunteer, to promote specific events, project and engagement
 - Share outside groups program information through the counties technology
- Promote volunteering programs to encourage community involvement and the success of events and recreation programming.
 - Create a formalized online volunteer intake form.
 - Work with local high school to integrate the mandatory volunteering hours required for secondary school student
 - Create a volunteer reward program
- To build, strengthen, and grow programs not offered by the county,
 - Collaborate with clubs and organizations by offering co-branding opportunities and joint events.
 - Leveraging digital platforms for mutual promotion and advertising. (e.g., Curling, Lawn Bowling, Rugby and Lacrosse as examples)
- Evaluate annually the usage, participation, satisfaction and rates including the space/amenity used to offer a program.
 - This could be through online satisfaction surveys and the existing online booking system.
 - The community feedback will also provide input on trends and current gaps in programming not provided by private entity
- Customer Service: Customer service should be reviewed to look at what are the best practices and steps moving forward. Additionally, it should be considered as part of a larger Service Norfolk group to ensure a more unified and efficient approach. This integration would help streamline customer interactions and improve overall service delivery across the County.

10.2 - Monitoring and Updating the Master Plan

Effective implementation of the Master Plan is crucial for its success, requiring collaboration and commitment from Council, Staff, stakeholders, and the public, alongside exploring diverse funding options. To keep the Master Plan aligned with the evolving needs of the community, the County should conduct regular reviews and assessments of its recommendations. This includes monitoring demographic shifts, tracking recreational activity trends, and gauging user satisfaction, all while fostering engagement with community organizations and residents for valuable feedback. Additionally, the County should provide consistent progress updates and plan for a comprehensive review of the Master Plan every ten years. Through these efforts, adjustments to resource allocations and priorities may be necessary to ensure continued responsiveness to local conditions and community aspirations.

11.0 - Chart of Recommendations

Monitoring and Updating the Master Plan

Effective implementation of the Master Plan is crucial for its success, requiring collaboration and commitment from Council, Staff, stakeholders, and the public, alongside exploring diverse funding options. To keep the Master Plan aligned with the evolving needs of the community, the County should conduct regular reviews and assessments of its recommendations. This includes monitoring demographic shifts, tracking recreational activity trends, and gauging user satisfaction, all while fostering engagement with community organizations and residents for valuable feedback. Additionally, the County should provide consistent progress updates and plan for a comprehensive review of the Master Plan every ten years. Through these efforts, adjustments to resource allocations and priorities may be necessary to ensure continued responsiveness to local conditions and community aspirations.

Norfolk County Recreation Master Plan					
Recommendation - Moving Forward			Scorecard Update		
			Priority		Status
			H	L	
ARENA/POOL FACILITIES	Acquire the necessary acreage	To acquire the acreage to accommodate the current requirements of the MRP and future growth and expansion			
	Construct a new Aquatic facility - 25 meter, 8 lane alongside a therapeutic pool	Repurpose the pool for additional recreational programming or as a third party leasing agreement as in a gym or other programs that would enhance the Simcoe Recreation Centre			
		Fill in the exist pool as per the recommended phases within the MRP			
	To Construct a Quad Facility with a 25 meter pool and therapeutic pool in a central location and in stages beginning with 2 pads or 4 pads and the 25 meter pool and therapeutic pool	Repurpose the Talbot arena and redesign as a central focal point including outdoor skating in the winter as per the phases within the MRP			
		Repurpose the Langton arena and look at third party options including in-door soccer as per the Phases within the MRP			
		Repurpose Port Dover arena and re-purpose as a multi-use facility including pickleball and seniors space as per the phases within the MRP			
		Repurpose the Waterford arena as a Community Centre, Library and Museum.			

Recommendation - Moving Forward			Scorecard Update		
			Priority		Status
			H	L	
	To Construct a Quad Facility with a 25 meter pool and therapeutic pool in a central location and in stages beginning with 2 pads or 4 pads and the 25 meter pool and therapeutic pool	Initiate the process for design build or the architectural plans to move forward			
		Initiate a detailed financial business plan for decision making on next steps			
COMMUNITY CENTERS	Development of a comprehensive Community Centre Facility Usage Policy				
	Upgrade to Vittoria & District Community Centre power outlets				
	Explore future possibilities of combining a Community centre with the Library and Museum to serve the Waterford area				
	Simcoe Recreation Centre to install a walking track around the existing floor and install new flooring over the existing rink floor for multi-purpose usage including pickleball				
	Port Dover Kinsmen Scout Hall to be part of the facilities review study				
	St Williams Community Centre to be part of the facilities review study				
	Dehi Friendship centre to be part of the facilities review study				
	Waterford Community Centre to be part of the facilities review study				
50+ SPACES	Continue to provide services to the Simcoe Seniors, ensuring ongoing support for the local senior community.				
	Establish clear service level usage guidelines within the Recreation Policy. This will determine criteria for adding or subtracting community centers and set standardized service level fees for all seniors.				
	Consider the repurposing of the Delhi Friendship Centre. The Delhi Seniors Centre will be evaluated alongside another county facilities to identify a suitable location within Delhi to meet seniors needs.				
	That the Port Dover Seniors should be integrated into the Norfolk Seniors levy funding budget. This would assist in incorporating them into the existing SALC's locations.				
	Evaluate the potential for creating a dedicated Seniors Centre within the existing Port Dover Arena building, enhancing services for older adults in the area.				

Recommendation - Moving Forward		Scorecard Update		
		Priority		Status
		H	L	
YOUTH PROGRAMMING	Development of an organizational structure to effectively support the delivery of current and future youth programs			
	Create partnerships with local school boards to co-facilitate after-school programming, share program spaces, and improve communication and access for youth			
	Leverage technology and digital apps favoured by youth to facilitate communication. Designate staff to capture opportunities and activities in real-time, ensuring timely updates and engagement.			
	Develop a comprehensive Communications Plan to keep youth informed about available opportunities and to highlight the positive contributions they make to the Norfolk community through recreation.			
	Create a marketing plan specifically targeting youth to promote employment and volunteer opportunities within recreational services.			
	Extend youth program hours to include evenings and weekends, and introduce a broader range of activities, such as aquatics, fitness, outdoor skating, and youth events, to better meet the interests and schedules of young residents			
ADULT PROGRAMMING	Create partnerships with Public Health Departments, Social Service agencies, the medical profession, Boards of Education, and Fitness/Sport groups to address health-related concerns of inactivity and obesity.			
	Develop and promote drop-in programming, as it is the preferred method of participation for many residents, while highlighting the benefits of active lifestyles.			
	Create strategies to inform residents about the benefits of active living, and develop events to better understand their motivations for participation.			
	Provide casual and drop-in activities to introduce residents to more active lifestyles, addressing the barrier of limited time.			
	Develop programs that offer self-scheduled and spontaneous activities, enabling participation that fits easily into personal schedules.			
TRAILS	A detailed Trails and Parks Master Plan be developed within the next two years, incorporating public input throughout the process			
	Develop a Master Norfolk Waterfront trails study to include all waterways, Marina, park and greens spaces that would create a vision which will drive the governance.			
	To construct a gravel cycling pathway in two phases using the road allowance and with a Public-Private partnership			

Recommendation - Moving Forward		Scorecard Update		
		Priority		Status
		H	L	
OUTDOOR RECREATION	Develop programs that offer self-scheduled and spontaneous activities, enabling participation that fits easily into personal schedules.			
	Continue to review and assess open spaces to incorporate disc golf as a low-cost recreational option for the community. By utilizing existing public parks and underused areas, we aim to offer accessible, affordable opportunities for people of all ages and skill levels to engage in the sport			
	To promote outdoor physical activity and fitness, it is recommended to incorporate outdoor fitness equipment as part of the park design or renewal process. Strategic placement of this equipment should focus on major parks, popular destinations, trails, and intensification areas.			
	To enhance accessibility and connectivity along the trails, it is recommended to incorporate outdoor charging pods at key locations.			
	To establish a clear mandate for park maintenance, outlining standards for upkeep and condition across all parks. This mandate should also include an assessment of staff ratios to ensure adequate resources are available to maintain the parks at the desired standard, ensuring their safety, cleanliness, and overall quality for the community.			
SPORTS FIELDS	Design Multi-use and Adaptable Park Facilities: Design parks and facilities that are flexible and adaptable to meet a range of community needs and activities			
	Inclusion of Multi-Use, Multi-Generational, and Multi-Seasonal Spaces: Create parks that cater to diverse age groups and activities, with spaces that can be used year-round.			
	Install high-energy saving lighting for both soccer fields at the Delhi soccer fields.			
	Regrade the existing soccer field at Norfolk County Youth Soccer Park			
	Construct new soccer fields on the 14 acres of unused land at the Norfolk County Youth Soccer Park in partnership with Simcoe & District Youth Soccer Association			
	To work towards a partnership for an indoor soccer facility utilizing the arena recommendations of Langton Arena as a possibility with the following condition			
	All current booking agreements for baseball fields be revisited and updated. This review should ensure that all safety requirements are clearly defined and adhered to. Additionally, the level of field maintenance explicitly stated in these agreements			
	Over the next five years, that all baseball field bookings be managed through the County of Norfolk's Recreation Department.			

Recommendation - Moving Forward		Scorecard Update		
		Priority		Status
		H	L	
SPORTS FIELDS	The Simcoe Memorial Ball Park should undergo a comprehensive renovation over the next five years. This should include updating the playing fields and upgrading the dugouts to meet modern standards for safety and player comfort			
	Simcoe Lions Park be updated with new, steel light poles to replace the existing ones.			
	Install county signage at the Port Dover Tennis Courts to clearly indicate their location for visitors, especially for tournaments, and that they are Norfolk County courts.			
	Install a signs on all tennis and multi-purpose courts outlining the usage, rules, and other relevant information.			
	That the Vittoria tennis courts at Thompson Memorial Park be completely upgraded to meet safety standards and be designed as multi-use courts to better serve the community			
	All existing tennis courts within the county should be assessed and upgraded to meet modern safety standards. Multi-use functionality should be incorporated where beneficial to the community.			
	Construct 2 designated multiuse courts at Turkey Point Park (Pickleball, tennis, basketball)			
	Construct new or conversion to multi use courts in Courtland, Port Rowan, Thompson Memorial Park, Crestlyn Community Park, Langton Athletic Park, Waterford Lions Parks and Delhi Lions Community Park			
	Investigate the potential repurposing of the Port Dover Arena to create indoor pickleball courts as we phase out the arena to the new complex.			
	Incorporate a pickleball policy within the Recreation Policy as outlined in the MRP			
	That the new Recreation Policy establish a user service level for pickleball, guiding Norfolk County in the planning and development of new courts			
	To renew aging basketball and multi-use courts, upgrading them to multi-use facilities unless specifically designated for pickleball or tennis.			
	To develop new half-size basketball courts, in addition to the planned multi-use courts, to address the demand expressed in the youth survey for more basketball facilities.			
	That new courts include features such as colored coatings and combination goal posts that can serve both basketball and ball hockey, as well as incorporate volleyball courts to enhance versatility and community engagement.			

Recommendation - Moving Forward		Scorecard Update		
		Priority		Status
		H	L	
STAFF	It is recommended that an organizational review be conducted to evaluate and unify the Parks and Recreation Department. The review should focus on analyzing the following key areas with the Master Plan Recommendations			
POLICY & SERVICE	That a detailed recreation policy document be developed with the component as outlined in the MRP to ensure service levels and program offerings meet the needs of Norfolk County residents			
	Utilize technology to improve communication and service delivery and to promote recreation programs and events offered by the county and the community.			
	Promote volunteering programs to encourage community involvement and the success of events and recreation programming.			
	To build, strengthen, and grow programs, collaborate with clubs and organizations by offering co-branding opportunities, joint events, and leveraging digital platforms for mutual promotion. (e.g., Curling, Lawn Bowling, Rugby and Lacrosse as examples)			
	Evaluate annually the usage, participation, satisfaction and rates including the space/amenity used to offer a program.			
	That the Recreation policy be lead by the recreation staff in consultation with user groups and the Recreation and parks advisory committees for council review and adoption			

12.0 - Financial Considerations

The Master Plan emphasizes the need for ongoing financial investments and outlines essential planning priorities for enhancing and expanding recreation infrastructure. Given Norfolk County's limited resources, it is clear that not all community desires can be fulfilled, highlighting the critical need for a well-structured Master Plan. While the County may face challenges in providing the necessary financial and human resources to implement its recommendations, it is committed to making every effort to pursue these strategies effectively. Full implementation of the Master Plan will depend on a diverse array of funding sources, which may include development charges, community benefits charges (noting that a by-law for such charges is currently absent and should be considered for future development), parkland cash-in-lieu for land acquisitions, municipal taxation and reserves, fundraising, donations, and sponsorships. Additionally, user fees and surcharges, debenture financing, one-time grants, and strategic partnerships will play a vital role in supporting the Plan's initiatives.

12.1 - Key Funding Sources, Mechanisms, and Opportunities for Parks and Recreation Facilities

- **Property Taxes:** A stable source of revenue that can be allocated to park and recreation facility development and maintenance.
- **Development Charges:** Fees imposed on developers to help fund the cost of new parkland and recreational infrastructure required by new developments.
- **Parkland Dedication:** Acquisition of parkland through land dedication requirements, with the option of cash-in-lieu if land cannot be provided.
- **County Recreation Reserve Funds:** Funds allocated by the municipality for long-term capital projects, including the development and maintenance of parks and recreation facilities.
- **Debt Financing:** Municipal borrowing to finance the construction of new recreation facilities, with repayment over time.
- **Stimulus or Grant Programs:** Financial support from senior levels of government through grants or stimulus programs aimed at community infrastructure and recreation projects.
- **Fundraising and Donations:** Community-driven fundraising efforts and donations from individuals, corporations, or foundations to support the construction and operation of parks and recreation facilities.
- **Sponsorships:** Private sector contributions through sponsorships, including branding and naming rights for, recreation facilities, parks or specific areas within them.
- **Partnerships (Public-Private Partnerships - P3s):** Collaborative partnerships between the public sector and private entities to fund, design, and operate recreation facilities, sharing both costs and benefits.
- **User Fee Surcharge:** A dedicated user fee surcharge for park and recreation services, specifically allocated to the building and development of new recreation facilities.
- **County-wide Recreation Surcharge:** A county-wide recreational surcharge added to service fees or taxes, earmarked for the creation of a recreation reserve fund that will support future building and infrastructure needs.
- **New Housing Tax Contribution:** A tax of 2% on all new houses, specifically allocated to the recreation reserve fund to support future parkland and recreation facility development.
- **Recreation Transfer Tax:** In addition to the standard land transfer tax, a recreation transfer tax could be implemented, directing funds toward the recreation reserve fund to support the construction and development of parks and recreation infrastructure.

12.2 - Potential Grants for New Builds

Study- New Construction of Municipal and Community Buildings

(greenmunicipalfund.ca)

Outline the design of a proposed new high-efficiency municipal or community building

Who can apply?

- Canadian municipal governments (e.g., towns, cities, regions, districts, and local boards).
- Municipal partners, which include:
 - private sector entities
 - municipally owned corporations
 - regional, provincial or territorial organizations delivering municipal services
 - non-governmental organizations
 - not-for-profit organizations
 - research institutes (e.g., universities)

MAXIMUM AWARD:

- Grant for up to 50%* of eligible costs.
- Up to a maximum of \$200,000.

To apply for GMF funding, you must submit:

- a pre-application form
- an application form
- a project workbook
- all required supporting documents specified in the application guide

Note: Applications are accepted year-round, though this offer may close when all funding has been allocated.

RBC Foundation Community Infrastructure Fund

RBC Foundation® has launched the Community Infrastructure Fund (CIF) to help fund retrofits, repairs and upgrades of existing community spaces, as well as the construction of new spaces, with the goal of increasing sustainability and accessibility of buildings in our communities

Who can apply?

- Fund is open to hospitals, cultural institutions, community centres and other
- registered charities in Canada

How is funding determined?

- The amount of funding is based on the organization's size and reach, and the regional population.
- It could be anywhere between \$25,000 and \$2.5 million, payable over a maximum of five years.
- Projects must be completed within the approved funding term
- RBC Foundation typically funds no more than the equivalent of 20% of an organization's operating budget.

How to apply

- Organizations can apply through the RBC Community Investment Portal
- donations.rbc.com during the application period
- Application opening Winter 2025

RBC Foundation funds one project per organization at any given time

Capital Project: Construction of New Sustainable Municipal and Community Buildings

Commission and construct a new high-efficiency municipal or community building

- Who can apply?
- Canadian municipal governments (e.g., towns, cities, regions, districts, and local boards).
- Municipal partners, which include:
 - private sector entities
 - municipally owned corporations
 - regional, provincial or territorial organizations delivering municipal services
 - non-governmental organizations
 - not-for-profit organizations
 - research institutes (e.g., universities)

MAXIMUM AWARD:

- Combined grant and loan for up to 80% of eligible costs.
- Combined grant and loan up to a maximum of \$10 million.
- Grant up to 15%** of total loan amount.
- Additional 5% grant available if the project involves the remediation of a brownfield site.

To apply for GMF funding, you must submit:

- a pre-application form
- an application form
- a project workbook
- all required supporting documents specified in the application guide

Note: Applications are accepted year-round, though this offer may close when all funding has been allocated.

Pilot: Net-Zero Transformation Fund

Outline the design of a proposed new high-efficiency municipal or community building

Evaluate innovative GHG reduction solutions in real-world conditions

Who can apply?

- Canadian municipal governments (e.g., towns, cities, regions, districts, and local boards).
- Municipal partners, which include:
 - private sector entities
 - municipally owned corporations
 - regional, provincial or territorial organizations delivering municipal services
 - non-governmental organizations
 - not-for-profit organizations
 - research institutes (e.g., universities)

MAXIMUM AWARD:

- Grant up to 50% of eligible costs.
- Up to a max of \$500,000
- To apply for GMF funding, you must submit:
 - a pre-application form
 - an application form
 - a project workbook
 - all required supporting documents specified in the application guide

<https://greenmunicipalfund.ca/funding/pilot-net-zero-transformation>

Note: Applications are accepted year-round, though this offer may close when all funding has been allocated.

Capital project: Net-Zero Transformation

Outline the design of a proposed new high-efficiency municipal or community building

Deploy a full scale best-in-class GHG reduction solution

Who can apply?

- Canadian municipal governments (e.g., towns, cities, regions, districts, and local boards).
- Municipal partners, which include:
 - private sector entities
 - municipally owned corporations
- regional, provincial or territorial organizations delivering municipal services
- non-governmental organizations
- not-for-profit organizations
- research institutes (e.g., universities)

MAXIMUM AWARD:

- Combined grant and loan for up to 80% of eligible costs.
- Combined grant and loan up to a maximum of \$10 million.
- Grant up to 15%** of the total loan amount.
- Additional 5% grant available if the project involves the remediation of a brownfield site.

To apply for GMF funding, you must submit:

- A pre-application form
- an application form
- a project workbook
- all required supporting documents specified in the application guide

<https://greenmunicipalfund.ca/funding/capital-project-net-zero-transformation>

Note: Applications are accepted year-round, though this offer may close when all funding has been allocated.

Community Sport and Recreation Infrastructure Fund

(CSRIF) Stream Two

Evaluate innovative GHG reduction solutions in real-world conditions

Who can apply?

- Ontario municipal governments (e.g., towns, cities, regions, districts, and local boards).

MAXIMUM AWARD:

- Grant up to \$10M
- Up to 50% for municipalities, local services boards, and not-for-profit organizations.

Eligible Projects:

- New public infrastructure projects addressing a demonstrated community need.
- Transformative investments in community sport or recreation infrastructure, including repurposing or expanding existing structures.
- Unique facilities that do not already exist in the province/region.
- Signature New Builds with significant community and economic impact

Application Requirements

- Detailed project proposal demonstrating community need and potential impact.
- Financial plan outlining project costs and funding sources.
- Compliance with provincial guidelines and standards

Community Sport and Recreation Infrastructure Fund - Forms - Central Forms Repository (CFR)

Note: Applications are accepted year-round, though this offer may close when all funding has been allocated.

13.0 - APPENDIX A - IMPLEMENTATION PLAN

Norfolk County Recreation Master Implementation Plan			
Phase 1 - Year 2025 to 2027			
	2025	2026	2027
A. Acquire Land			
It is recommended that the necessary acreage be purchased to not only accommodate the current requirements of the MRP but also to provide ample space for future growth and expansion. The selected land should allow flexibility for scaling operations and support long-term development goals.	X	X	
A. Option 1. Construct a New Aquatic Facility with a Twin Ice Pad			
It is recommended to construct a new aquatic facility (25 meter, 8-lane pool, alongside a therapeutic pool) that includes a twin pad as the first stage, in alignment with the recommendations outlined in the Master Recreation Plan. This phased approach will lay the foundation for the eventual development of a full quad pad arena facility and aquatic pool, meeting current needs while also setting the stage for future expansion.	X	X	X
It is recommended to initiate the development of a comprehensive financial business plan to ensure informed decision-making regarding the construction of the new aquatic facility. This plan will provide a clear understanding of the funding requirements, expected costs, potential revenue streams, staffing requirements and financial sustainability of the project.	X		
It is recommended to initiate the process for the design-build of the new aquatic facility and twin pad or, alternatively, issue a call for architectural plans. This will ensure the selection of the most qualified professionals to develop the designs that align with the project's goals, budget, and timeline, as outlined in the MRP		X	
In alignment with the phased approach outlined in the Master Recreation Plan (MRP), it is recommended that Talbot Arena be redesigned as a central focal point for the downtown core area. This transformation will create a vibrant, multi-functional space (winter outdoor rink/summer events multi-purpose space) that serves as a hub for community engagement, recreation, and local events, enhancing the appeal of the downtown area. Additionally, Langton Arena should be repurposed as an indoor soccer facility and/or multi-use space, addressing the growing demand for this type of facility within the county. Management/Operational partnerships would be explored.			X



A. Option 2. Construct a New Aquatic Facility			
It is recommended to construct a new aquatic facility that includes a 25-meter, 8-lane pool, alongside a therapeutic pool. Additionally, repurposing the existing pool for additional recreational programming, as outlined in the MRP will maximize space and enhance the Simcoe Recreation Center as a multi-use space.	X	X	X
It is recommended to initiate the development of a comprehensive financial business plan to ensure informed decision-making regarding the construction of the new aquatic facility. This plan will provide a clear understanding of the funding requirements, expected costs, potential revenue streams, staffing requirements and financial sustainability of the project.	X		
It is recommended to initiate the process for the design-build of the new aquatic facility or, alternatively, issue a call for architectural plans. This will ensure the selection of the most qualified professionals to develop the designs that align with the project's goals, budget, and timeline, as outlined in the MRP.		X	
In alignment with the phased approach outlined in the Master Recreation Plan (MRP), it is recommended that Annaleise Carr Aquatic Centre at the Simcoe Recreation Centre be redesigned to be utilized as an additional multi-purpose/multi-use space.			X
B.Comprehensive Recreation Policy			
A comprehensive Recreation Policy should be developed and led by the Recreation Staff in collaboration with user groups, Parks Operations Staff and the Recreation and Parks Advisory Committee for review and adoption by Council. This policy, as outlined in the MRP, will ensure that service level standards and program offerings effectively meet the diverse needs of Norfolk County residents. It will cover aspects such as community center facility usage, service levels for all facilities and services, and programming for children, youth, adults, and seniors. Additionally, the policy will establish clear criteria for the addition or removal of recreational facilities and amenities, set standardized service levels, and outline fee structures to maintain consistency and equitable access to recreation services across the community. (i.e. Facility Allocation Policies, User Fee and Refund Policies, Service Delivery Policies, Comprehensive Facility Usage Policies, Comprehensive Rental Agreement Review and Updates).	X	X	X



B. Organizational Review

It is recommended that an organizational review be conducted to evaluate and unify the Parks Operation and Recreation Departments, aligning with the Master Plan Recommendations. The review would focus on key areas such as the creation of a unified department with a suitable management structure, ensuring proper staffing levels to address the needs of the department including, but not limited to, administrative support for general operations as well as proper servicing levels for the administration of the Recreation Management System, Inclusive Recreation Program Staff, Capital Project Management, and ensuring proper ratios for effective and efficient customer service and front-line recreational programming, facility booking and service delivery.

X

X

Development of an organizational structure to effectively support the delivery of current and future youth programs

X

Additionally, the review should define a clear mandate for park maintenance, setting standards for upkeep and condition across all parks. This mandate should also include an assessment of staff ratios to ensure adequate resources are in place to maintain parks at the desired standards, ensuring safety, cleanliness, and overall quality for the community.

X

Create Volunteer and Employment Strategies, that marketing plans specifically targeting youth to promote employment and volunteer opportunities within recreational services.

X

X

X

C. Recreation Programs, Services and Amenities

C.1 – Recreation Amenities – Community Halls and 50+ Spaces

Install a walking track around the existing floor and install new flooring over the existing rink floor for multi-purpose usage including pickleball at the Simcoe Recreation Centre (including court separations/netting making it easier to have multi-events occurring at the same time)

X

Upgrade electrical power outlets at Vittoria & District Community Centre

X

Explore future possibilities of combining the Community Centre with Library and Museum to better serve the Waterford community

X

It is recommended that the County continue to work with the Port Dover Seniors Incorporated Board to assist in integrating the organization into the existing Norfolk County approved Seniors Active Living Centres (SALCs) giving them access to resources and funding.

X

Delhi Friendship Centre - As part of the Facilities Review Study, it is recommended to consider the repurposing of the Delhi Friendship Centre – location for the Delhi Seniors Centre would be evaluated alongside other county facilities to identify a suitable location within the community to meet seniors programming needs.		X	X
In future as the MPR evolves - Evaluate the potential for creating a dedicated Seniors Centre within the existing Port Dover Arena building, enhancing services for older adults in the area.	Future – as MRP evolves		
C.2 – Parks, Trails and Sports Fields			
Develop a detailed Trails and Parks Master Plan within the next two years, incorporating public input throughout the process.		X	X
In conjunction with the Trails and Parks Master Plan, develop a Master Waterfront Trails Study to include all Norfolk County public access to waterways, marinas, waterfront park and green spaces that would assist in the creation of a vision which will drive a governance structure and future path forward.		X	X
Construct a gravel cycling pathway in two phases using road allowances throughout Norfolk County with a focus on a Public-Private Partnership.		X	X
Continue to work with community partners and special interest groups to develop, maintain and promote trail access	X	X	X
It is recommended that the existing soccer fields at Norfolk County Youth Soccer Park, be regraded.		X	
Construct new soccer fields on the acreage of unused land at the Norfolk County Youth Soccer Park in partnership with Simcoe & District Youth Soccer Association.		X	X
Install high-energy saving lighting for both soccer fields at the Delhi soccer fields.		X	
Simcoe Lions Park be updated with new, steel light poles to replace the existing ones.		X	
Delhi Sports Park be updated with new, steel light poles to replace the existing ones.		X	
All sports field rentals be managed through the Recreation Management Software and Norfolk’s Recreation Department.		X	
In future as the MPR evolves – Evaluate the creation of a partnership for an indoor soccer facility utilizing the recommendations proposed for future arena facilities (potential Langton Arena site)	Future – as MRP evolves		

C.3 – Courts and Outdoor Recreational Spaces

Construct 2 designated multi-use courts at Turkey Point Park (Pickleball, tennis, basketball).

X

X

Construct NEW or complete conversions of existing court surfaces to multi-use courts (NEW – Waterford Audrey S. Hellyer Park, NEW – Delhi Lions Community Park, NEW 3 Dedicated Pickleball Courts – Thompson Memorial Park, Vittoria; Conversions of Existing Courts – Courtland Lions Community Park, Port Rowan Community Centre Park, Crestlynn Community Park and Langton Athletic Park.

Timeline is contingent on CSRIF Grant Application – 2025 & 2026 with Grant approval; over next 10 years without grant

To review and develop a replacement program for all aging tennis, basketball, and multi-use courts, upgrading them to meet modern standards ensuring multi-functionality is incorporated where it is beneficial to the community, unless they have been specifically designated for pickleball or tennis within the Facility Usage Policy

NOTE - When feasible all new courts should include features such as colored coatings and combination goal posts that can serve both basketball and ball hockey, as well as incorporate volleyball courts to enhance versatility and community engagement.

X

X

X

Develop new half-size basketball courts, in addition to the planned multi-use courts, to address the demand for more basketball facilities expressed in the youth survey

X

Include the creation and installation of disc golf courses throughout Norfolk, providing low cost, no cost family fun opportunities.

X

X

Incorporate outdoor fitness equipment as part of the park design or renewal process to promote outdoor physical activity - Strategic placement of this equipment should focus on major parks, popular destinations, trails, and intensification areas.

Ongoing – as MRP evolves

Design Multi-use and Adaptable Park Facilities - Design parks and facilities that are flexible and adaptable to meet a broader range of community needs and activities

Ongoing – as MRP evolves

Inclusion of Multi-Use, Multi-Generational, and Multi-Seasonal Spaces - Create parks that accommodate diverse age groups and activities, with spaces that can be used year-round.

Ongoing – as MRP evolves

Continue to review and assess open spaces - by utilizing existing public parks and underused areas, in an effort to offer accessible, affordable opportunities.

Ongoing – as MRP evolves

Install county signage at the Port Dover Tennis Courts to clearly indicate their location for visitors, especially for tournaments, highlighting that they are Norfolk County courts.

X

Install signage on all tennis and multi-purpose courts as well as outdoor amenities outlining the usage, rules, location and any other relevant information.

X

X

Ensure all parks and greenspaces have proper amenities for recreational use – benches, garbage containers, lighting, access to washrooms and signage to ensure the safety of all users	Ongoing – as MRP evolves		
To enhance accessibility and connectivity within parks, sports fields and trails, it is recommended to incorporate outdoor charging pods at key locations.			X
C.4 – Program Service Delivery			
Create partnerships with local school boards to co-facilitate youth programming, share program spaces, and improve communication and access for youth and adults.	X	X	X
Develop a comprehensive Communications Plan to keep youth informed about available opportunities and to highlight the positive contributions they make to the Norfolk community through recreation.		X	
Leverage technology and digital apps favoured by youth to facilitate communication. Designate staff to capture opportunities and activities in real-time, ensuring timely updates and engagement.	X	X	X
Extend youth program hours to include evenings and weekends, and introduce a broader range of activities, such as aquatics, fitness, outdoor skating, and youth events, to better meet the interests and schedules of young residents.		X	
Develop and promote drop-in programming, as it is the preferred method of participation for many residents, while highlighting the benefits of active lifestyles.		X	
Develop programs that offer self-scheduled and spontaneous activities, enabling participation that fits easily into personal schedules.		X	
Create strategies to inform residents about the benefits of active living and develop events to better understand their motivations for participation.	X	X	X
Create partnerships with Public Health Departments, Social Service agencies, the medical profession, Boards of Education, and Fitness/Sport groups to address health-related concerns of inactivity and obesity.	X	X	X
Foster Collaboration within the Community to build, strengthen, and grow programs. Collaborate with clubs and organizations by offering co-branding opportunities, joint events, and leveraging digital platforms for mutual promotion. (e.g., Curling, Lawn Bowling, Rugby and Lacrosse as examples) or draw from local talent to facilitate special interest programming.	X	X	X

14.0 - Appendix B - Projected Estimated Capital Costs

PROPOSED DRAFT CAPITAL COSTS - ARENA (QUAD ONLY)				
COMPONENT	AREA	UoM	UNIT RATE	BUDGET
COMMUNITY RINK - 200 SEATS	17000	SQ FT	800	\$13,600,000.00
COMMUNITY RINK - 200 SEATS	17000	SQ FT	800	\$13,600,000.00
COMMUNITY RINK - 200 SEATS	17000	SQ FT	800	\$13,600,000.00
COMMUNITY RINK - 200 SEATS	17000	SQ FT	800	\$13,600,000.00
CHANGE ROOMS. REFS ROOM ETC (7/RINK)	20160	SQ FT	751	\$15,140,160.00
MECHANICAL AND SERVICES	4500	SQ FT	722	\$3,250,000.00
ADMINISTRATION & WASHROOMS	3500	SQ FT	721	\$2,525,000.00
SITE DEVELOPMENT - PARKING/PERMITS				\$3,100,000.00
GROSS UP AREA (30%)	28848	SQ FT	650	\$18,751,200.00
FFE FOR FACILITY (10% OF TOTAL BUDGET)			10%	\$9,716,636.00
DESIGN/CONSTRUCTION FEE (15% OF BUDGET)			15%	\$14,574,954.00
	BUDGETED		TOTAL	\$121,457,950.00
PROPOSED DRAFT CAPITAL COSTS - AQUATIC CENTRE (STAND ALONE)				
COMPONENT	AREA	UoM	UNIT RATE	BUDGET
25M - 8 LANES & THERAPY POOL	9800	SQ FT	936	\$9,175,000.00
CHANGE ROOMS	6000	SQ FT	837	\$5,025,000.00
PUBLIC CIRCULATION/LOBBY	4000	SQ FT	700	\$2,800,000.00
MECHANICAL AND SERVICES	4500	SQ FT	500	\$2,250,000.00
ADMINISTRATION AND WASHROOMS	3500	SQ FT	721	\$2,525,000.00
GROSS UP AREA (30%)	8340	SQ FT	792	6,605,280.00
SITE DEVELOPMENT - PARKING, PERMITS ETC				\$3,100,000.00
FFE FOR FACILITY (10% OF TOTAL BUDGET (\$30,150,000))			10%	\$3,148,028.00
DESIGN AND CONSTRUCTION FEES 15% OF BUDGET \$30,150,000)			15%	\$4,722,042.00
	BUDGETED	\$22,600,000.00	TOTAL	\$39,350,350.00

PROPOSED DRAFT CAPITAL COSTS - ARENA (STAND ALONE)				
COMPONENT	AREA	UoM	UNIT RATE	BUDGET
COMMUNITY RINK - 200 SEATS	1700	SQ FT	952	\$16,200,000.00
CHANGE ROOMS. REFS ROOM ETC (9/RINK)	6000	SQ FT	800	\$4,800,000.00
MECHANICAL AND SERVICES	4500	SQ FT	500	\$3,250,000.00
ADMIN AND WASHROOMS	4000	SQ FT	721	\$2,884,000.00
SITE DEVELOPMENT				\$3,100,000.00
FFE			10%	\$3,657,150.00
DESIGN/CONSTRUCTION FEES			15%	\$5,485,725.00
GROSS UP AREA (30%)	9750	SQ FT	30%	\$6,337,500.00
			TOTAL	\$45,714,375.00
PROPOSED DRAFT CAPITAL COSTS - ARENA (TWIN)				
COMMUNITY RINK - 200 SEATS	17000	SQ FT	952	\$16,200,000.00
COMMUNITY RINK - 200 SEATS	17000	SQ FT	800	\$13,600,000.00
CHANGE ROOM/REFS ROOM 8/RINK	5500	SQ FT	800	\$4,400,000.00
ADMIN AND WASHROOMS	4000	SQ FT	721	\$2,884,000.00
MECHANICAL AND SERVICES	4500	SQ FT	500	\$3,250,000.00
FFE			10%	\$4,977,150.00
SITE DEVELOPMENT				\$3,100,000.00
DESIGN/CONSTRUCTION FEES			15%	\$7,465,725.00
GROSS UP AREA (30%)	14400	SQ FT	30%	\$9,360,000.00
			TOTAL	\$62,241,378.00
PROPOSED DRAFT CAPITAL COSTS - PROGRAM OPTIONS				
COMMUNITY SPACE	25000	SQ FT	350	\$8,750,000.00
DOUBLE GYMNASIUM	7200	SQ FT	645	\$4,650,000.00
MULTI PURPOSE	1675	SQ FT	690	\$1,156,000.00
FITNESS & WELLNESS	1400	SQ FT	671	\$940,000.00
MECHANICAL AND SERVICES	2000	SQ FT	500	\$1,000,000.00
			TOTAL	\$16,496,000

PROPOSED DRAFT CAPITAL COSTS - MULTI PURPOSE, PICKLEBALL & TENNIS COURTS					
PICKLEBALL COURTS - TURKEY POINT		2			\$120,000
PICKLEBALL COURTS - THOMPSON MEMORIAL PARK, VITTORIA		3			\$350,000
MULTI - USE COURTS - COURTLAND		3			\$375,000
MULTI - USE COURTS - PORT ROWAN		3			\$375,000
MULTI - USE COURTS - THOMPSON MEMORIAL PARK		2			\$250,000
MULTI - USE COURTS - CRESTLYN COMMUNITY PARK		3			\$375,000
MULTI - USE COURTS - LANGTON ATHLETIC PARK		2			\$250,000
TENNIS PORT ROWAN		3			\$250,000
WATERFORD LIONS PARK		4			\$500,000
DELHI LIONS COMMUNITY PARK		2			\$500,000
		BUDGETED	\$1,929,000	TOTAL	\$3,365,000
PROPOSED DRAFT CAPITAL COSTS - SOCCER FIELDS					
NORFOLK COUNTY YOUTH SOCCER PARK		NEW	RE-GRADING		\$600,000
		BUDGETED	\$539,000	TOTAL	\$600,000
PROPOSED DRAFT CAPITAL COSTS - GRAVEL PATH					
PHASE ONE - GRAVEL \$68,418, SIGNS \$2,500 AND MISC. \$3,000					\$73,918
PHASE TWO - GRAVEL \$79,950, SIGNS \$3,500 AND MISC. \$5,000					\$88,450
		BUDGETED		TOTAL	\$162,368
PROPOSED DRAFT CAPITAL COSTS - SIMCOE RECREATION CENTRE					
MULTI- COURT FLOORING					\$195,835
WALKING TRACK					\$135,000
NETTING					20,000
		BUDGETED	\$338,550	TOTAL	\$350,835

PROPOSED DRAFT CAPITAL COSTS - COMMUNITY RECREATION CENTER QUAD AND POOL

COMPONENT	AREA	UoM	UNIT RATE	BUDGET
COMMUNITY RINK - 200 SEATS	17000	SQ FT	800	\$13,600,000.00
COMMUNITY RINK - 200 SEATS	17000	SQ FT	800	\$13,600,000.00
COMMUNITY RINK - 200 SEATS	17000	SQ FT	800	\$13,600,000.00
COMMUNITY RINK - 200 SEATS	17000	SQ FT	800	\$13,600,000.00
CHANGE ROOMS. REFS ROOM ETC (7/RINK)	20160	SQ FT	751	\$15,140,160.00
MECHANICAL AND SERVICES	6500	SQ FT	722	\$4,693,000.00
ADMINISTRATION & WASHROOMS	3500	SQ FT	721	\$2,525,000.00
25M - 8 LANES & THERAPY POOL	9800	SQ FT	936	\$9,175,000.00
CHANGE ROOMS POOL	6000	SQ FT	837	\$5,025,000.00
PUBLIC CIRCULATION/LOBBY	4000	SQ FT	700	\$2,800,000.00
SITE DEVELOPMENT - PARKING, PERMITS				\$3,100,000.00
FFE FOR FACILITY 10% OF TOTAL BUDGET			10%	\$11,947,038.00
DESIGN AND CONSTRUCTION			15%	\$17,920,557.00
GROSS UP AREA (30%)		SQ FT	650	\$22,612,220.00
	BUDGETED		TOTAL	\$149,337,975.00