

Another important partnership is the Envirothon which is a partnership between Forests Ontario, the Elgin Stewardship Council, and the Thames Valley District School Board. The topic changes annually but is always environment-related, with the Southwest Region competition taking place at Springwater Conservation Area. In 2019, the topic was agroecology, and students were asked to come up with the design of a farm that would use the benefits of various species to improve ecological health, as well as benefit the farm and its operations. Students complete four tests (topics include Wildlife, Aquatics, Forestry and Soils) and provide a presentation to a panel of judges with the winning students moving onto the Provincial Envirothon competition.

Rates for educational users are to be amended to include a single fee. The current Bus Day Pass is not suitable for the groups of users attending by personal vehicle which is common place post pandemic. The updated fee is outlined in Appendix B – Fee Schedule 2021 now includes a Group Car Pass, and is to be added as a pay option through the automated payment system once installed²⁴.

Visual Elements

Springwater presents a unique natural setting amidst a region primarily devoted to agriculture land use. Few scenes in this area can match the one provided by looking east from the dam across the reflective waters of the reservoir to the vast beyond. Looking westward from County Rd. 35 down the Bradley Creek Valley below the dam offers another picturesque view. The streams flowing through the area have cut v-shaped valleys creating a pleasant contrast with the otherwise gently rolling landscape. Walking along the trails in the forest, one is overcome by the imposing height of the mature maple, beech, oak and white pine trees and the accompanying sense of enclosure or isolation.

Vista Number	Description
1	Wide angle view overlooking White's Pond. Great blue herons are frequently observed.
2	Scenic view down Bradley Creek valley below the dam.
3	Excellent panoramic vista looking east across the pond and surrounding forest.
4	Higher Elevation offering favourable perspective of day-use area, pond and forest.
5	Observation tower at this location provides southward view of the wetland area.
6	Narrow widening spaces of the trail system defined by tall trees and accompanied by a feeling of isolation creates a closeness to nature.
7	Southwest view from concession road overlooking broad riparian valley.

Appropriate locations for the views and vistas described above can be found in Figure 7: Topography (Map 7).

Market Area Analysis

Tourism in Ontario is expected to increase by 2%²⁵, with some reports indicating this could be higher due to recent concerns about out of province travel. Springwater boasts over 280 seasonal sites, and 120 transient campsites and facilitated 3500-person camp nights, and 10,000 visitors in 2019. 2020 saw a further increase in transient camping, in particular throughout the weekdays, making it one of the most popular recreational destinations in the area.

²⁴ As per Motion LMC #02/2021

²⁵ Ontario Tourism Outlook 2019. Ministry of Heritage, Sport Tourism and Culture Industries.
http://www.mtc.gov.on.ca/en/research/business_outlook/outlook.shtml

Location Analysis

Springwater Conservation Area is located in the south-central part of the Catfish Creek watershed approximately ten kilometers southeast of St. Thomas and four kilometers southwest of Aylmer.

The Conservation Area is situated on good access routes to and from other parts of the province with the heavily used Highway 3 running between Windsor and Fort Erie situated only 3 kilometers to the north. From Highway 3, two north-south arteries, Highways 73 and 74 link up with Highway 401 which is only 25 kilometers to the north of Springwater (Refer to Map 1). Alternatively, County Road 45, the common tourist route between St. Thomas and Long Point is only 2.5 kilometers to the south of the park.

Lying within the most heavily populated section of Canada, Springwater has a large number of potential users within a relatively short distance. For example, over 730,000 people live within a one-hour drive, over 4.2 million people within a two-hour drive, and over 11 million people within a three-hour drive to Springwater. Although only a small proportion of these people will ever visit Springwater the potential market is very large.

Participation Rates

Table 8 examines the possible number of recreational users based on participation rates for various activities found at Springwater.

Table 8: Participation rates

Activity	Participation Rate (%)*	Proportion within 20-minute drive time (75,000 ²⁶)	Proportion within 1-hour drive time (730,000)	Proportion within 2-hour drive time (4,200,000)	Proportion within 3-hour drive time (11,050,000 people)
Hiking	24	18,000	175,200	1,008,000	2,652,000
Swimming	66	49,500	481,800	2,772,000	7,293,000
Fishing	7	5,250	773,500	294,000	773,500
Camping	30	22,500	219,000	1,260,000	3,315,000
Nature Viewing	22	16,500	160,600	924,000	2,431,000
Picnicking	60	45,000	438,000	2,520,000	6,630,000

* Source: Ontario Recreational Survey

A full understanding of the participation in certain activities at Springwater requires consideration of outdoor recreation supply and demand relationships in Southern Ontario complemented by an analysis of current users of this particular CCCA property.

Supply and Demand for Recreation

The Recreational Facility Supply Study (RFSS) completed by CCCA staff in 1982²⁷ and updated in 2019 indicate that some of the outdoor recreation activities such as camping offered at Springwater seem to be in a satisfactory level of supply across Southern Ontario. The study indicates that facilities for beach

²⁶ Population data from ESRI and Environics Analytics 2019

²⁷ Snowsell, M.E., and M. DeMoore. 1982. Recreation Facility Supply Study. Catfish Creek Conservation Authority, Aylmer, Ontario.

swimming are in a slight deficit condition, picnicking opportunities are satisfactory, and the supply of trail facilities are very poor. The RFSS indicates that substantial trail supply deficits exist in Elgin, Middlesex and Oxford Counties where the majority of Springwater's visitors originate from.

However, with the unprecedented global events in 2020 and similar facilities such as provincial parks at capacity, Springwater also found itself at capacity on weekends in July and August. In addition, a shortage of full service RV campsites exists in the area and in fact throughout many parts of Canada.

Some recent trends are developing in Southern Ontario that may influence the demand for certain outdoor recreation activities over the next few years. One obvious example is the tendency for residents to stay closer to home for recreational pursuits because of rapidly increasing transportation costs and global events. This more localized demand pressure is augmented by residents of larger population centres such as Kitchener-Waterloo, Hamilton, Halton, and Toronto faced with supply shortages in their own area and travelling to other regions for recreational activities.

Another emerging trend is that residents are searching for natural settings to engage in recreational experiences instead of more "domesticated", developed areas. Certain types of recreation are also increasing in popularity. For instance, the participation rate in paddle boarding has increased at a significant rate, while although popular, cross country skiing participation has decreased due to the lack of suitable conditions over the past number of years, with snowshoeing increasing due to the flexibility of use. As demand for certain sports changes, amenities to accommodate users should be, and is being adjusted. For example, CCCA purchased snow shoes and kayaks in 2018 through Active Naturally to capitalize on the changing recreational preferences of the user demographics.

Perhaps the strongest influence on outdoor recreation demand, however, will continue to be population changes. In our area, the population is expected to continue growing at 0.5% a year over the next 20 years with over 76,000 people within a 20-minute drive in 2025. Consequently, if facilities for certain pastimes such as swimming, camping and trail activities are not enhanced, supply deficits could be created or become worse than they presently are.

The degree of provincial government (MECP / Ontario Parks) involvement in outdoor recreation is expected to increase between 2020 and 2025 as MECP has invested heavily in the Ontario Parks system by upgrading facilities and marketing and potential for increased revenue. The CCCA made significant investments in Springwater between 1980 and 2005 through the addition of a beach, additional transient and seasonal campsites, upgraded trails, and associated support amenities (washrooms, parking, and electrical). Between 2005 and 2020, capital investments are outlined above in *Table 1 – List of Capital Development Projects since 2005*.

Similar Businesses and Cross-Promotion

One of the primary factors to consider in analysing any market area is what the "facility" has to offer relative to other similar facilities in the region. Several features of Springwater are typical features in other Conservation Areas. Camping facilities accommodate the smallest tent to the largest trailers and seasonal sites are available. Areas are designated for picnicking, swimming, fishing and boating. Hiking and nature trails in the woods are suitable for bird watchers, botanists, joggers and walkers. Outdoor education programs in various forms have been ongoing, with recent investments by member municipalities in the expansion of CCCA outdoor education programs and the addition of a day summer

camp. However, all of these services or activities are quite common and needless to say there is considerable competition in this region of the province to attract day-use and overnight visitors.

Competition comes primarily from four sources – other Conservation Areas, Provincial Parks, commercial campgrounds, and private outdoor activity facilities.

Conservation Areas in this region with similar facilities include Dalewood and Lake Whittaker of the Kettle Creek Conservation Authority, Wildwood, Pittock and Fanshawe of the Upper Thames Region Conservation Authority, and Deer Creek and Backus of the Long Point Region Conservation Authority. Despite several common characteristics, each Conservation Area listed above tries to have a distinct identity. For example, Upper Thames' Conservation Areas are bigger than most and have special facilities such as the Pioneer Village and Fanshawe. On the other hand, many of the competition listed above offers some type of interpretive program, swimming facilities and hydro and water hook-ups. Dalewood offers a swimming pool instead of a natural body of water for swimming.

Provincial Parks competing with Springwater include Long Point, Iroquois Beach, Pinery, Rondeau, Turkey Point and Ipperwash. Most of these facilities are at least twice the size of Springwater and all are maintained by Ontario Parks. The types and services provided are not unlike those found at Conservation Areas and Springwater.

Popular commercial campgrounds in this region include Sandhills Park, Duttona, Port Glasgow and Mechas Beach along Lake Erie shore, and Red Oaks between Aylmer and Tillsonburg. Commercial campgrounds are somewhat different from Conservation Areas and Provincial Parks because making a satisfactory profit is crucial to their existence – no substantial government support is available. This difference is often reflected in the variety and/or quality of services available. Examples of facilities not generally associated with the other types of campgrounds include swimming pools, tennis courts, recreation halls, camp "general stores", laundromats, 4 season hookups, and socially-orientated programs.

There are several private outdoor activity facilities in the immediate area such as the Steed and Company Lavender Farm, the Gay Lea Dairy Museum, Rush Creek Wines, Quay Du Vin Winery, Pinecroft, Clovermead Adventure Farm, Port Bruce Beach, the Aylmer Wildlife Area, and Howe's Farms.

Each presents its own opportunity to spend a few hours or longer with family or friends. Steed and Company Lavender Farm features outdoor walking with social media photo opportunities. The Vineyards provide tours in an outdoor setting with wine tasting experiences. The dairy museum is in a beautiful setting and provides trails. Clovermead provides outdoor adventure and play for children in a farm like setting. Port Bruce beach allows for exercise, dog walking and swimming. The Aylmer Wildlife Area provides wildlife viewing and another opportunity to take photographs. Pinecroft offers dining in a natural setting. Finally, Howe's Farms property borders with Springwater and they offer fresh produce and a market-like shopping experience. Each of these amenities have elements similar to Springwater, however Springwater has a number of things in common with each and every one of the private amenities. Since customers will be similar due to the nature of the attractions, cross promotion should be considered as win-win for the CA, private businesses, and local economy. A successful wagon ride event from the Springwater Forest to Howe's Farm was a huge success and future cross-promotional events should be considered in the future.

So how does the potential user decide which facility to choose? In many instances, rather than looking for similarities, a customer is looking for something special or unique about a particular park. This is where promotion becomes extremely important and the key to promotion is the ability to sell unique characteristics of the product. There is no doubt the unique characteristics about Springwater include its easy commute to St. Thomas, London or Aylmer, trails through the largest remaining tract of old growth Carolinian forest in Southern Ontario, and the chance to observe vegetation and wildlife rarely seen elsewhere in the province.

Customer Analysis

A thorough marketing study was completed in 2020 by staff using the ESRI Business Analyst software available through the Conservation Ontario Enterprise License Agreement. Location maps for each of the groups are included to assist with customer visualization. The study analyzed five different groups with the table below representing the groups, map for customer analysis, and the primary Prizm Segmentations groups.

Table 9: Summary of Customer Analysis

Group	Primary PRIZM Segment (Group)	Secondary PRIZM Segment (Group)
Seasonal Campers	Second City Retirees (26)	Wide Open Spaces (40)
Transient Campers	Lunch at Tim's (63)	Satellite Burbs (09)
People within 20 minute drive time	Lunch at Tim's (63)	Traditional Town Living (47)
People within 60 minute drive time	Lunch at Tim's (63)	Wide Open Spaces (40)
People within 120 minute drive time	Second City Retirees (26)	Lunch at Tim's (63)

Seasonal Campers

Analysis of seasonal campers identified that over 90% permanently reside in London, St. Thomas or Aylmer. A few seasonal campers come from as far away as Ottawa, however the vast majority at over 96% of campers are within a 1-hour drive time of Springwater.

As a result, marketing for seasonal camping should be focused to areas within the one-hour drive time and to the identified Prizm Segmentations below.

The Prizm Segmentation Area Profile identified a large portion of the seasonal customers as "Second City Retirees (Group 26)" who are generally older with grown children, enjoy outdoor activities such as paddling around a lake or stream in a canoe, and have an above average rate for reading flyers and newspapers.

Figure 13: Second City Retirees (Group 26)
PRIZM5 Segment Descriptions



Older and mature,
middle-income homeowners

POPULATION:

790,514
(2.13% of Canada)

HOUSEHOLDS:

310,941
(2.09% of Canada)

AVERAGE HOUSEHOLD INCOME:

\$102,427

HOUSE TENURE:

Own

EDUCATION:

College/High School

OCCUPATION:

Service Sector/White Collar

CULTURAL DIVERSITY INDEX:

Low

SAMPLE SOCIAL VALUE:

Religiosity

OLDER AND MATURE, MIDDLE-INCOME HOMEOWNERS

WHO THEY ARE

Second City Retirees consists of a mix of older and mature couples, families and singles found in the suburban neighbourhoods of second-tier cities like Hamilton, Winnipeg and Windsor. Half of residents are over 55 years old and are divided between those now retired and those approaching retirement from jobs in manufacturing, education and health industries. Nearly all, however, are homeowners, aging in place in single-detached homes that were built before 1980. These households contain slightly more empty-nesting couples than those married with children—and in those family households the kids are typically older. With their high school, trade school and college educations, many of the working adults report middle incomes that allow them to get away from their emptying nests with a cruise vacation or a trip to Florida or the Caribbean. With more time on their hands to relax, they also enjoy staying at their cottages, strolling a city park or just meeting friends at a fine dining restaurant or a donut shop for coffee and conversation. Their idea of exercise is gardening, golfing and paddling around a lake or stream in a canoe.

For many Second City Retirees residents, the main focus is on their community and their aging home. They have high rates for buying energy-saving products, composting regularly and browsing the aisles at Lowe's, Home Hardware and Lee Valley Tools. They're traditionalists when it comes to media, and they listen to country music on the radio and show a strong interest in all manner of TV fare—from news and sports to history shows and classic movies. They read community newspapers and classified ads in daily newspapers and—marketers take note—they have above-average rates for reading newspaper flyers. These smart consumers join gas station rewards programs to get the most bang for their buck. While they may not be among the first to own new technology, they like logging on to Pinterest and reading their Facebook newsfeed. They buy books, magazines and music online, but in general they prefer shopping with the assistance of in-store sales associates and give a priority to local products.

HOW THEY THINK

Second City Retirees members are interested in events that are happening in their neighborhoods and may want to leave behind a positive impact that will not only support their families but will also benefit their communities (*Legacy, Community Involvement*). And many hold values grounded in traditional conventions, such as a desire to explore their faith through their religious affiliation and respect for those in roles of authority (*Religiosity, Obedience to Authority*). They are enthusiastic about the products or services they buy in their area of interest and try to incorporate ethical practices into their purchase decisions (*Consumptivity, Ethical Consumerism*). Work and career are vitally important for many, and as proud Canadians, they believe everyone can make it if they try hard enough (*Fulfillment Through Work, National Pride, North American Dream*).

Another group that scored high as seasonal campers were “Wide Open Spaces (Group 40)”. These are generally blue collar workers who enjoy spending time outdoors, and who strongly support family values. Members in this group tend to prefer easy to use practical products regardless of aesthetics.

Figure 14: Wide Open Spaces (Group 40)

PRIZMS Segment Descriptions



POPULATION:

776,411
(2.09% of Canada)

HOUSEHOLDS:

289,331
(1.95% of Canada)

AVERAGE HOUSEHOLD INCOME:

\$97,887

HOUSE TENURE:

Own

EDUCATION:

Mixed

OCCUPATION:

Blue Collar/Primary

CULTURAL DIVERSITY INDEX:

Low

SAMPLE SOCIAL VALUE:

Cultural Assimilation

MIDDLE-AGED, MIDDLE-INCOME FARMERS AND BLUE-COLLAR WORKERS

WHO THEY ARE

Scattered across the Prairies and a handful of isolated locales, Wide Open Spaces is one of Canada's wealthiest rural segments. More than a quarter of its middle-aged couples and families work in agriculture and oil and gas extraction. With most residents living on small homesteads and leading rustic lifestyles, it is the most rural of all lifestyles. They spend much of their leisure time outside, fishing, snowmobiling, golfing and gardening—and sometimes they participate in local curling games. While they generally stay close to home—travelling to nearby campgrounds in their RV or to the homes of friends or relatives—they occasionally splurge on a trip to the Midwestern and Western U.S. Like other rural consumers, they score high for owning pickup trucks, recreational vehicles, snowmobiles and ATVs. With traditional views on politics and religion, they're strong supporters of family values and oppose government and business involvement in people's private lives.

Members of Wide Open Spaces are long-established Canadians. In addition to spending time outdoors, segment members devote a moderate amount of time indoors to watching TV, especially programs that align with their interests in history, curling, golf and CFL football. They like to have the radio on and, not surprisingly, many of these country folks score very high for new and traditional country music formats, but they also enjoy listening to religious programs. Daily newspapers are a secondary source of information, mainly turning to them for the local classifieds and real estate sections; when given the choice they prefer community papers. Although their Internet usage rates are average, they like visiting home improvement and décor websites, as well as bidding at auction sites. Many are comfortable in the online world and are average social media users who favour Pinterest and Google+, but they have not entirely abandoned their old-fashioned ways. Wide Open Spaces residents often turn to mail flyers and print coupons for discounts on products not easily available in their remote locales.

HOW THEY THINK

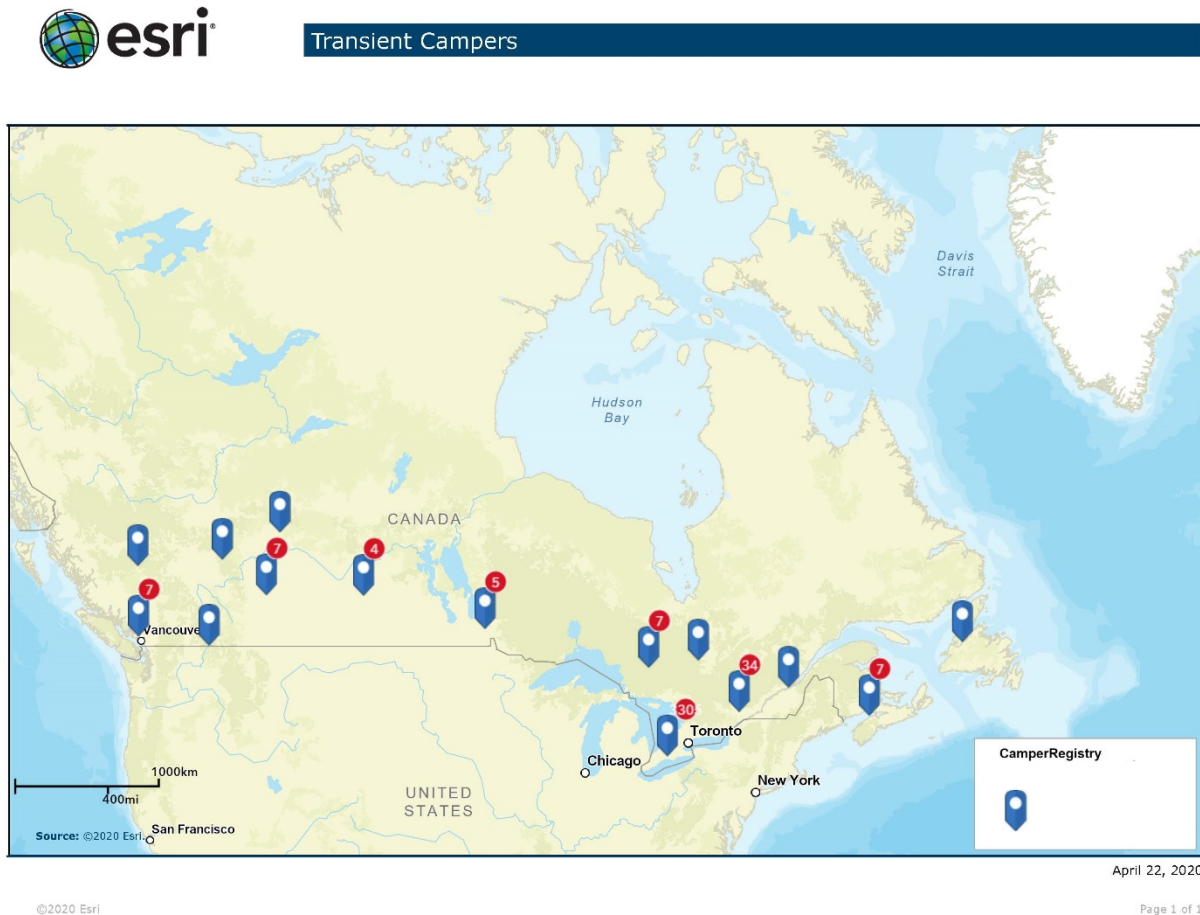
Wide Open Spaces is a strongly traditional segment: in these small, homogeneous communities, the *Traditional Family* and *Community Involvement* form an essential way of life. But they can be insular, preferring the society of small groups (*Social Intimacy*) and believing that immigrants should be encouraged to give up their customs (*Cultural Assimilation*). Many express a strong *Attraction to Nature*, but they feel that environmental destruction is somewhat acceptable and inevitable (*Ecological Fatalism*). Accepting that their rural lifestyle involves a certain degree of disorder (*Rejection of Orderliness*), they have a tendency to be guided less by their emotions, feelings and intuition than by reason and logic (*Emotional Control*). What they don't like is retail therapy. Wide Open Spaces is one of the few segments that are relatively weak on the *Joy of Consumption*, with members preferring easy-to-use, practical products regardless of their aesthetics (*Aversion to Complexity, Utilitarian Consumerism*).

Transient Campers

Analysis of the transient campers identified that 60% of the campers are within a 1-hour drive of Springwater. Smaller communities that make up the largest visitor's percentages include Union, Simcoe, and Sparta, with larger communities making up the largest visitor percentages including Guelph,

Cambridge and Chatham. The large percentage of transient campers from the immediate area come for family reunions, special events or in smaller groups and use the picnic pavilions. Many of the customers were also identified as return visitors, with several of them coming more than 10 times in the past.

Figure 15: Transient Campers Map (Map 12)



As a result, marketing for seasonal camping should be focused to areas within the one-hour drive time and to the identified Prizm Segmentations below.

The Prizm Segmentation Area Profile identified the primary transient customers as “Lunch at Tim’s (Group 63)”, who are generally service industry or blue collar workers and a wide range of ages. This group is difficult to sell in the marketplace and express considerable financial concern for the future and little enthusiasm for products and services. They trust small businesses like CCCA to provide quality amenities and services, but many express skepticism towards advertising.

Figure 16: Lunch at Tim's (Group 63)

PRIZMS Segment Descriptions



POPULATION:

1,301,578
(3.51% of Canada)

HOUSEHOLDS:

550,591
(3.70% of Canada)

AVERAGE HOUSEHOLD INCOME:

\$68,383

HOUSE TENURE:

Own

EDUCATION:

Mixed

OCCUPATION:

Service Sector/Blue Collar

CULTURAL DIVERSITY INDEX:

Low

SAMPLE SOCIAL VALUE:

Multiculturalism

URBAN, LOWER-MIDDLE-INCOME SINGLES AND FAMILIES

WHO THEY ARE

Located in dense, industrial neighbourhoods scattered across second-tier cities, Lunch at Tim's consists of singles, families and solo-parent households living in older single-detached homes, semis and duplexes. They're the kind of tight-knit communities where residents enjoy socializing at local eateries like Tim Hortons—as well as pizza places, burger joints and fish and chip restaurants. With an unusually mixed age profile—it's no longer the bi-modal segment of the past—Lunch at Tim's has above-average rates for residents who are single, divorced, separated or widowed; nearly half the adults in these neighbourhoods are unattached. Despite the lower-middle-incomes, roughly two-thirds of households own their homes, although most were built before 1980. Residents enjoy quieter pastimes and have high rates for knitting and woodworking as well as outdoor activities like hiking and swimming. When the mood strikes, they might play a friendly game of curling or splurge on tickets to a dinner theatre, baseball game or boat or bridal show. And many like to gamble, with regular excursions to casinos and the closer-to-home thrill of buying lottery tickets.

In the marketplace, members of Lunch at Tim's are big bargain hunters. They shop for bargains at second-hand stores, bulk food stores and discount shoe stores, and while they're not impulse shoppers, they have their favourite brands and like to look their best. Given their wide range of ages, they're interested in varied media. They like to watch sports on TV, including auto races, CFL matches and baseball games. They tune in to rock music and new country on the radio. And they pick up magazines like *Live Better*, *Canadian Geographic* and *Outdoor Canada*. Without deep pockets, most of their digital media exposure matches their frugal lifestyle, going online to send messages, watch YouTube and search for work. But they're a tough sell in the marketplace, expressing considerable financial concern regarding the future and little enthusiasm for purchasing products and services. Marketers wanting to reach this group should consider direct mail envelopes, in-store flyers and Yellow Pages ads. Many members of Lunch at Tim's express a need to escape, which typically means a domestic vacation or a stay in a campground or RV park.

HOW THEY THINK

The residents of Lunch at Tim's are tolerant of living with a certain amount of disorder in their lives (*Rejection of Orderliness*). And with their dim view of technology (*Technology Anxiety*), don't expect them to turn to their smartphones—if they even have one—to help them navigate the complex world. Scoring high on *Anomie-Aimlessness*, they feel that their lives are out of control and detached from the world. Nevertheless, they see Canada as a land of opportunity (*North American Dream*) that is open to diverse cultures (*Multiculturalism*) and accepts ethnic diversity within families (*Racial Fusion*). As consumers, these Canadians are price sensitive, careful about how they spend their money (*Discriminating Consumerism*) and expressing *Financial Concern Regarding the Future*. But ever in the *Pursuit of Originality*, they will open their wallets if they find a deal on something that underscores their individuality. They trust small businesses to produce quality products and services, but many are wary of advertising messages (*Skepticism Towards Advertising*) that might tempt them to spend more than they can afford.

Another group that scored high as transient campers were “Satellite Burbs (Group 09)” who feature a mix of middle age families and older couples living in satellite communities. Residents have a relaxed pace of life and take advantage of their location for both arts and the outdoors. This group is spontaneous but still have a strong sense of responsibility such as a healthy lifestyle. This group tends to avoid rushing purchases with spending gravitating towards respected names and well known organizations.

Figure 17: Satellite Burbs (Group 09)

PRIZM5 Segment Descriptions



OLDER, UPSCALE EXURBAN COUPLES AND FAMILIES

WHO THEY ARE

One of the wealthiest exurban lifestyles, Satellite Burbs features a mix of middle-aged families and older couples living in satellite communities across Canada. Many residents have settled here for the relaxed pace of outer-ring subdivisions, with their wooded tracts and spacious homes built between 1980 and 2005. Despite their mixed educational achievement—more than a quarter have university degrees, another quarter have high school diplomas—the households average impressive incomes of more than \$140,000 from a wide variety of jobs. Members take advantage of their location between city centres and rural settings, enjoying both the arts and the great outdoors. Their idea of entertainment is going to a community theatre, music concert or theme park. For vacations, they're more likely than average Canadians to go camping, boating and swimming. But they're not entirely into roughing it: their exurban dream homes are outfitted with hot tubs and patio furniture, and impressive HDTVs occupy their family rooms.

Traditional in their outlook, Satellite Burbs members score high for values such as *Saving on Principle*, *Primacy of the Family* and *Religiosity*. And these older, upscale parents and couples want to preserve their nest eggs, often working with a full-service financial planner for investment advice and will and estate planning. With more than 90 percent owning their homes, they take pride in doing their own maintenance, and many spend weekends prowling the aisles of Lowe's, Home Hardware and Lee Valley Tools. Online they forego celebrity gossip for more utilitarian activities—downloading coupons, listening to podcasts and accessing real estate listings. And with an inclination to save money, they flip through the community paper to find offers or ideas for the week's meals. When they're done, they sink into a favourite easy chair to enjoy traditional media. They like watching sports on TV, listening to modern rock radio and reading hobby, home décor and business magazines.

HOW THEY THINK

While members of Satellite Burbs like some spontaneity in their lives, they still have a strong sense of responsibility: their priorities include living a healthy lifestyle and looking after their families and communities (*Importance of Spontaneity*, *Effort Toward Health*, *Legacy*, *Social Responsibility*). With their *Attraction to Nature*, *Primacy of Environmental Protection* is of utmost importance to these residents. Many are active members of their religious community (*Religiosity*) and hold more *Traditional Family* values. These residents take matters into their own hands (*Personal Control*) and are comfortable with the disorder and uncertainties of modern life (*Rejection of Orderliness*). Although their bank accounts are impressive, these shoppers are *Discriminating Consumers* who avoid rushing their purchase decisions, but when they are ready to spend they tend to gravitate towards respected brand-names, backed by large, well-known organizations (*Importance of Brand*, *Confidence in Big Business*).

POPULATION:

1,104,362
(2.98% of Canada)

HOUSEHOLDS:

403,672
(2.72% of Canada)

AVERAGE HOUSEHOLD INCOME:

\$141,856

HOUSE TENURE:

Own

EDUCATION:

Mixed

OCCUPATION:

Mixed

CULTURAL DIVERSITY INDEX:

Low

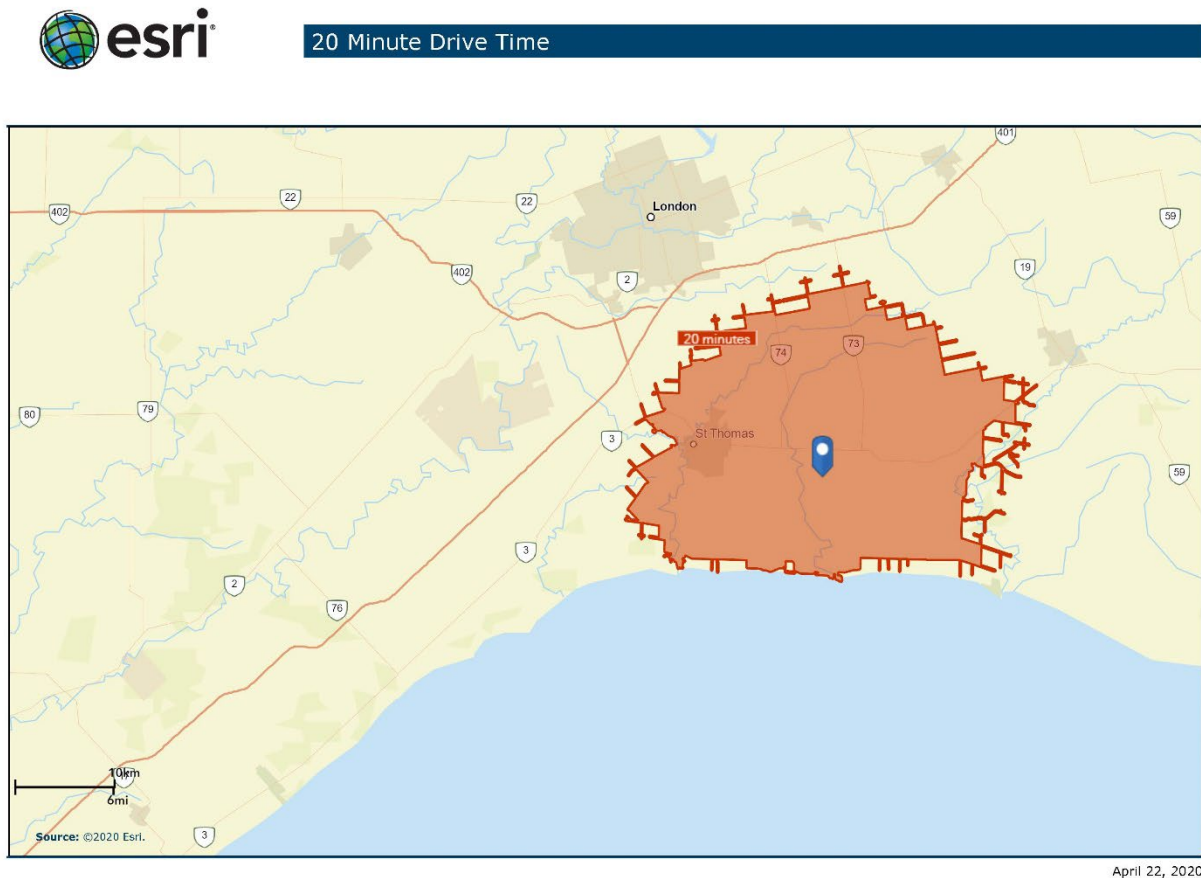
SAMPLE SOCIAL VALUE:

Personal Control

People within 20-minute drive time

The primary users within the 20-minute drive time have historically always been generally day users such as hikers and dog walkers as those activities continue 365 days a year. A voluntary donation of \$3 is requested to offset the trail and park maintenance costs (e.g. culvert replacement, signage, surface repairs, hazard trees). Outside of the summer season, over 95% of users are from within 20 minutes away. In the summer season, the customer base changes as above with transient campers.

Figure 18: Map of People within 20-minute drive time (Map 13)



The Prizm Segmentation Area Profile identified the primary customers who travel 20 minutes to the park as “Lunch at Tim’s (Group 63)” as above, however a secondary group titled “Traditional Town Living (Group 47)” was also identified as being significant and aligns with the offerings of Springwater.

“Traditional Town Living (Group 47)” folks are middle aged and older households made up couples and families who enjoy simple pleasures and low-key leisure pursuits in the great outdoors. They enjoy loyalty programs and the internet is becoming increasingly important for these Canadians, and believe in the traditional definitions of a family and look to safeguard their future and that of their children by saving money for a rainy day. Finally, making things easier and more convenient will resonate with them.

As a result, marketing for day users should be primarily focused in areas outlined in Figure 18 above, and focused on those we know wish to use the park and thus using the data identified in group 63 (Figure 16).

People within 60-minute drive time

Communities within 60-minute drive time include London, Woodstock, Tillsonburg, Simcoe, and Chatham. As identified above, a large portion of the transient and seasonal campers are within this 60-minute travel time.

PRIZM Segmentation groups that scored highest were “Lunch at Tim’s (Group 63)” and “Wide Open Spaces (Group 40)”.

Both groups are generally blue collar workers who are not consumer focused. However, a lot of the marketing in place for these particular groups is focused in London, so consideration should be made for some more broader destination focused marketing into Woodstock, Tillsonburg and Simcoe in light of the potential shift to local tourism over the coming years.

People within 120-minute drive time

Cities within 120-minute drive time include larger urban centres such as Windsor, Hamilton and Sarnia. Based on the existing users, it is clear that a small percentage of visitors come from this distance away. It is unlikely any day users come from 2-hour drive time away to recreate at Springwater. Focus in this area should be made towards overnight visitors for one or more nights. The Seasonal Campground could be a potential marketing opportunity should supply become overly available.

PRIZM Segmentation groups that scored highest for this group was “Second City Retirees (Group 26)”

The second highest group was Lunch at Tim’s (Group 63).

Public Consultation on the Master Plan

A public consultation on the draft Master Plan was undertaken for 92 Days, from December 18, 2020 to March 19, 2021. As a result of public consultation on the Plan, the CCCA received over 50 comments. The public input has been used to prioritize our management and development activities.

The majority of consultation responses were primarily from those 40-59 years of age (39%) and 20-39 years old (35%). Respondent are primarily from St. Thomas, the Town of Aylmer and the Township of Malahide. Almost all participants visit Springwater frequently for the purposes of dog walking, exercise and nature viewing. Camping scored low meaning that most of the respondents are day users rather than seasonal or transient campers.

The consultation clearly showed that Springwater is a place to seek tranquility and fresh air. Social and educational reasons for visiting Springwater scored much lower. As a result, the Master Plan maintains natural aesthetics and nature based principles for any development or new activities. Additional picnic shelters or enhanced trails are examples that support nature based development principles.

Leaving the park as is with no improvements scored very low. Meaning the public are looking for improvements. The main issue identified by the public consultation is visitor issues such as dogs off leash and litter. This is supported by staff observations. Additional dogs on leash signage will be posted, as well as additional garbage cans to ensure the park remains clean and the nature based experience is preserved for visitors. Cost was not seen as a barrier for visiting Springwater, and the public gratitude for Springwater scores very high.

For programs the public would like to see at Springwater in the future, the public survey clearly showed an interest in Day Camps. The continuing of the Maple Syrup program also scored very high meaning that enhancements to the program should be made. Grant applications will be pursued and submitted by staff to support nature based enhancements to Springwater.

The consultation provided an opportunity for the public to provide input on future projects at Springwater. The number one project is an improvement in water quality. This will potentially involve water quality monitoring, dredging and additional aeration of the pond. Amenities such as a splash pad and a visitor centre also score high, with roofed accommodation and more serviced campsites scoring lower. This makes sense since a lot of the respondents were day users and not overnight campers. In 2020 100% of sites were booked for all 8 weekends in the summer meaning that additional campsite infrastructure needs to be built to support the demand. As a result, 22 additional sites were constructed in the Arboretum for the 2021 camping season.

Finally, the consultation asked the public about how best to support Springwater with the majority speaking to a season pass. Increased trail fees and a larger trail fee were also supported, with 28% of respondents indicating they would be happy to volunteer at Springwater.

Marketing Recommendations

Results of the market analysis helped to establish several conclusions about the market area served by Springwater, including the fact that most visits (seasonal, transient, and day-use) come from the St. Thomas, Aylmer and London areas. This is supported by the public consultation where 74% of respondents are within a 30 minute drive of Springwater.

Any promotional efforts should be concentrated in these population centres and use social media, print newspaper and flyers. Promotion should also be focused on the benefits of visiting Springwater instead of other parks. Outdoor recreation in a relatively unique natural setting is one advantage this park has over others. Seasonal campers can readily commute to St. Thomas, London or Aylmer while staying in the camping section through the summer. The reservoir warms up more quickly in the summer than the Great Lakes so that swimming can commence earlier in the season in this sheltered area. Trails through the largest remaining tract of old growth Carolinian forest in Southern Ontario offer the chance to observe vegetation and wildlife rarely seen elsewhere in the province. In years to come, new facilities to accommodate the needs of visitors can help to improve its appeal to those in the market area.

CCCA's 2019-2023 Strategic Plan

CCCA's strategic plan 2019 - 2023²⁸ responds to feedback obtained from watershed residents, stakeholders, municipal partners, and Board Members. The consultations indicated CCCA should be enhancing our opportunities for the public to connect with our natural environment, for example expanding our outdoor education programs. The public also indicated that CCCA should be ensuring good value for the taxpayer through sustainable recreational experience.

The strategic plan outlines CCCA's vision and mission which is to communicate and deliver resource management services and programs in order to achieve social and ecological harmony for the watershed.

The strategic plan also outlines CCCA's strategic priorities, many of which relate directly to Springwater and the development of this Master Plan. CCCA's strategic priorities are as follows:

1. Protect life and minimize property damage from flooding and erosion

²⁸ [Catfish Creek Conservation Authority: 2019-2023 Strategic Plan](#).

2. Improve the ecological health of the Catfish Creek watershed
3. Curate an appreciation for nature
4. Ensure our conservation lands are protected and enhanced
5. Operate a sustainable and adaptable organization

Strategic Actions

The Plan describes several Goals relevant to the strategic priorities outlined above. The related Strategic Actions in the Strategic Plan provide direction for the Master Plan design and concepts and include:

1. Planned re-investments in our Conservation Areas to ensure facilities are maintained and enhanced through the development of a long range capital and operating budgets that are financially sustainable
2. Balance the environment and the economy in decisions related to conservation lands
3. Further diversify our revenue sources to increase the ratio of self-generated revenue compared with tax-supported revenue
4. Commit to deliver a financially sustainable nature/outdoor education program
5. Research and promote the history of the Springwater Conservation Area, in particular the East Campground which includes the School House, Arboretums, pond, and boardwalk
6. Enhance our social media presence to promote our facilities and events

Strategic Actions from the 1983 Springwater Master Plan are still relevant today, and relate to the recently developed/updates actions above. The actions from the 1983 plan include:

1. Undertake Forest Management within both the Agreement and Non-agreement forests.
2. To continue cooperation with Jaffa Education Centre
3. To protect Fish and Wildlife using various management techniques
4. To evaluate techniques for Bradley Creek and Springwater Reservoir rehabilitation
5. To seek co-operation from the upstream landowners to help reduce quantity of pollutants and sediment deposited in the pond
6. To provide opportunities and facilities for a variety of recreational activities providing the levels of use do not exceed the inherent carrying capacity of the resource base
7. To provide additional and improved recreational facilities depending on user survey results (e.g. survey on email confirmation, online and in person surveys)
8. To ensure facilities are “accessible” to encourage equitable access to the forest to all user groups
9. To explain the provincial significance of the conservation area and its forest in the Outdoor Education Programs
10. To examine the requirements for acquisition of adjacent properties to help achieve the goals for Springwater C.A.
11. To consider the development of an Authority interpretative building.