



# The Village of Southern Victoria, NB Municipal Recreation Master Plan

March 2025





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# Land Acknowledgement

The Village of Southern Victoria would like to recognize and respect the land on which we live today which comprises part of the traditional territory of the Maliseet, Mig Maw and Passamaquoddy Peoples.

The lands on which New Brunswick is situated are the unceded unsundered territories of the Wolastoqiyik / Walastakwiyik, Mi'kmaq / Mi'kmaw, Peskotomuhkatiyik / Peskotomuhkati.

These Indigenous Nations and their territories are governed by the "Treaties of Peace and Friendship."

# Acknowledgement

The Orange Crow Leadership (OCL) and TBD Architecture & Urban Planning (TBD) teams had the opportunity to spend a number of days in the Village of Southern Victoria (VSV) while conducting the facility assessments, stakeholder meetings, school group meetings, strategic planning sessions and public engagement. We want to recognize and thank each member of the community who gifted their time to this important process.

We express our sincere thanks to members of Council, the Perth-Andover Recreation Commission (PARC), Village administration and operations staff that participated in a strategic session. Your valuable input has informed some of the recommendations in this report and we appreciate the time that you gave to the process.

We would also like to thank Krista Sockabasin, Tobique Youth Center Recreation Lead, at the Neqotkuk First Nation (formerly known as Tobique First Nation) who met with the OCL team and walked us through recreational and programing offerings on the Nation. We were able to identify significant opportunities that exist for increased coordination and resource sharing between the Nation and the surrounding community and the numerous possibilities for alignment with the Nation's and Village's facilities and events. We very much appreciated Krista being able to take time out of her busy schedule to meet with the team. The Nation's input and professional insights have significantly enriched the quality and depth of this study.

Our experience was very positive, well organized, insightful, and informative. Following our visit, our team was struck by the diversity of recreational programing offered, the beauty of the community, and the pride and passion for the Village that was expressed by everyone we met.

We would like to acknowledge and thank the willingness to share information, the time commitment, and the dedication to this process shown by Dan Dionne, Chief Administrative Officer (CAO) and Justine Waldeck, Assistant CAO. We appreciate how busy both of these roles are on a day-to-day basis and both Justine and Dan were easily accessible, available, and always engaged.

We would like to acknowledge the past work and studies that have been completed and were shared with us for review. These ranged from marketing, strategic planning, downtown planning, community engagements and economic development reports all of which helped to inform some of the recommendations in this report.

The Village of Southern Victoria is led by dedicated recreation professionals, passionate advocates, and accountable leaders committed to the highest standards. Working alongside such an incredible team makes our work easy—we simply can't thank them enough for their support.

We are thankful for your trust and your partnership, and we wish you every success in the future as you bring this plan to life for the betterment of the community and region.

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# Executive Summary





# Executive Summary

The Village of Southern Victoria (VSV) has developed a comprehensive Municipal Recreation Master Plan to enhance recreational opportunities, optimize existing resources, and strategically guide future investments. This plan is a roadmap for fostering an active, healthy, and inclusive community while ensuring the sustainability and long-term viability of VSV's recreational infrastructure and programming. The Master Plan is informed by extensive community engagement, facility assessments, and alignment with regional, provincial, and national recreation policies. Given the importance of recreation in community well-being, the plan aims to ensure that VSV remains a leader in providing high-quality, accessible, and innovative recreational opportunities for residents of all ages.

## Context and Strategic Alignment

The Village of Southern Victoria is uniquely positioned within New Brunswick, surrounded by mid-sized communities, large regional employers, and easy access to the neighboring United States. The Village boasts stunning natural scenery, world-class outdoor experiences, and the Saint John River, which flows through the community, enhancing its beauty. With convenient access to the TransCanada Highway, this location is exceptionally advantageous.

To understand the needs and opportunities in the Village of Southern Victoria, we conducted a comparative analysis of similar communities in the region. We studied Tobique Valley, The District of Carleton North, Digby, NS, Three Rivers, and the Tobique First Nations' Reserve. Based on the numerical

averages, the Village of Southern Victoria is statistically a very typical community. We also studied some key demographic and market indicators from New Brunswick, to observe the general economic trajectory of the province.

However, it is important to make a note of the municipal reforms that took place in 2023. These reforms reduced the number of local government entities from 340 to 89. The new criterion for municipal entities is that communities should have approximately 4,000 people, or a tax base of \$200 M. These changes are intended to modernize the governance system by improving local government representation, and address redundancies and challenges in the delivery of services and infrastructure.

The locations mentioned above have yet to participate in a federal census, and most have not yet conducted a Municipal Census either. For this reason, we combined the 2021 Federal Census of the amalgamated communities to estimate the demographic data of the newly established communities at present. This method has the potential to be slightly inaccurate but ensures consistency in our comparisons.

Covering an extensive geographic area of over 35.65 Sq Km, the Village of Southern Victoria has a low population density of just 154.27 residents per Sq Km, significantly below the average for similarly sized communities. This combination of vast land and low population density presents unique challenges for recreational services and sustainability and limited population growth means that recreational programming and facility development must be carefully planned to maximize accessibility, efficiency, and financial sustainability.

The Village has experienced relatively stagnant population growth, with a slight decline of 23 residents between the 2016 and 2021 Census reports. The demographics align closely with those of other regional communities, with comparable averages for age, gender diversity, income, and visible minority status.

The Master Plan aligns with several key strategic frameworks:

- New Brunswick Recreation and Sport Policy Framework – Outlines principles and values for effective recreation and sport service delivery.
- Canadian Parks and Recreation Association’s Framework for Recreation in Canada – Provides national guidance on community well-being through recreation.
- VSV’s 2023-2025 Strategic Plan – Emphasizes economic development, public safety, green initiatives, and municipal service enhancements, all of which intersect with recreation goals.

By integrating these policies, VSV ensures that recreation is positioned as a core pillar of community development, health promotion, and regional collaboration.

From a recreational standpoint, the Village of Southern Victoria is well-equipped for its size, offering more amenities and programs than similar communities. With an amalgamated population of 5,500, it provides indoor ice facilities, outdoor ice rinks, aquatic facilities, basketball, pickleball, tennis, baseball/softball fields, soccer fields, parks, and an extensive trail network that rivals offerings from larger communities. Some gaps of interest include the provision of indoor aquatic centres (it should be noted, however, that there is an aquatics facility on Tobique First Nation that would cater to community needs and it would be fiscally irresponsible to consider another aquatic facility in a community of this size), permanent indoor curling facilities (temporary ones are available and appear to suffice for current needs), and outdoor beach volleyball spaces (further research would be required to determine the level of demand). The Village also hosts festivals and large-scale events, providing a dynamic array of programs that cater to all ages and abilities. In summary, the Village of Southern Victoria excels in recreational offerings, deserving recognition and celebration.

## Community Engagement and Key Findings

*Refer to Appendices for the full 2024 Engagement Report*

A robust public engagement process was conducted to gather input from residents, stakeholders, and community organizations. Engagement methods included online surveys, open houses, stakeholder interviews, and focus groups with key demographic groups, including youth and Tobique First Nation. Over 400 residents participated, ensuring a statistically significant representation of the community.

Public engagement revealed that 70% of participants believe recreational services are very or extremely important to their quality of life, and 70% feel that the Village provides valuable recreational services. While 62% of respondents felt the timing of programs was satisfactory, there is potential for enhancing program flexibility. The public expressed a desire for improved communication, accessibility, and affordability in future recreational strategies. Only 24% of respondents felt their needs were fully met by current services, while 63% indicated that existing programs somewhat satisfied them.

Feedback indicated that indoor offerings during fall and winter presented the most room for improvement, while outdoor activities year-round effectively met community needs. The most valued amenities were identified as the Civic Centre, trails and walking loops, playgrounds, the Waterfront Park, and the existing Aquatic Facility, while the outdoor bandstand ranked lowest for value.





## Key Takeaways:

- Need for modernized indoor facilities: Interest was shown for an indoor walking track, improved gym facilities, and an indoor pool.
- Hours of Operation: Many highlighted the importance of having more hours of access to ice, indoor walking track, sport courts, and outdoor pool/splashpad.
- Strong support for outdoor recreation: Residents identified trails, playgrounds, active park spaces, sports fields, splash pad and pool, and outdoor courts as top priorities. Trails include walking/bike/ski/ATV – safety concerns were raised relative to pedestrian and vehicular shared trails.
- Interest in diverse programming: Expansion of youth, senior, and family-oriented programs is a community priority.
- Facility upgrades and maintenance concerns: Existing assets require strategic investments to enhance accessibility, safety, and longevity.
- Desire for improved communication and engagement: Enhancing communication between the Village and residents regarding recreational offerings is necessary.
- Residents consistently emphasized the importance of affordability, accessibility, and inclusivity in future recreational investments.

## Recreational Infrastructure and Program Assessment

### Existing Facilities

A detailed facility audit assessed the condition and utilization of VSV's recreational infrastructure:

- River Valley Civic Centre (RVCC): Aging facility with critical upcoming maintenance needs, particularly for mechanical and electrical systems.
- Outdoor Pool and Splash Pad: Requires surface and accessibility improvements to maximize community benefit.
- Outdoor Courts (Basketball, Pickleball, Tennis): Well-maintained but could benefit from seating and shade structures.
- Trails and Green Spaces: High usage but require better maintenance and safety measures (e.g., lighting and pathway improvements).
- Playgrounds: Some sites require repairs or full replacement due to aging equipment.

## Program Lifecycle Analysis

A review of recreational programming classified activities into five categories (Start-Up, Growth, Maturity, Decline, and Wind-Down/Reposition). Programs such as pickleball, waterfront recreation, and youth leagues are thriving, while senior activities and traditional league sports require revitalization or repositioning to maintain engagement.

## Strategic Recommendations

Based on the findings from community engagement, facility assessments, and regional collaboration opportunities, the following strategic recommendations are proposed to guide the future of recreation in the Village of Southern Victoria:

- 1. Develop a Recreation Infrastructure Renewal Plan:** Address the aging infrastructure of key facilities, particularly the River Valley Civic Centre and outdoor recreation assets, through a phased improvement strategy. Concerns around public safety (e.g., trail lighting, facility security) should be addressed through infrastructure investments and policy updates.
- 2. Expand Indoor Recreation Opportunities:** Prioritize the development of an indoor walking track, expanded gym space, and explore feasibility studies for an indoor aquatic facility.
- 3. Enhance Outdoor Recreational Spaces (with purpose):** Improve the trail network, add safety features like lighting, and develop new outdoor amenities such as multi-use sports fields, beach volleyball courts and dedicated cycling trails.
- 4. Improve Accessibility and Inclusivity:** Ensure that all recreational spaces and programs are welcoming and accessible for residents of all ages, abilities, and socioeconomic backgrounds.
- 5. Strengthen Community Engagement and Communication:** The Village should develop a recreation-specific communication strategy, including digital platforms and community outreach initiatives to increase awareness and participation in recreational programs.
- 6. Foster Regional Partnerships:** Work closely with Tobique First Nation and neighboring municipalities to share facilities, co-host programs, and create regional recreation hubs.
- 7. Optimize Financial Sustainability:** Explore funding partnerships, sponsorship opportunities, and cost-recovery models to ensure long-term financial viability of recreational services.
- 8. Develop a Volunteer Recruitment and Retention Strategy:** Address volunteer shortages by implementing structured recruitment efforts, training programs, and incentives.
- 9. Support Tourism and Economic Development:** Leverage recreational assets to attract visitors, support event-based tourism, and promote outdoor adventure opportunities tied to the Saint John River.





- 10. Implement a Data-Driven Decision-Making Framework:** Introduce metrics to track program success and community satisfaction to inform ongoing improvements. Enhanced tracking of program participation, facility utilization, and cost recovery will support informed decision-making.
- 11. Consider a 'Clustering Strategy':** Given the Village's large geographic area and low population density, the Master Plan recommends implementing a Clustering Strategy to enhance service delivery, improve access, and optimize resource allocation. This approach groups recreational amenities and programming into defined **Recreation Districts** or **Activity Hubs** to create a more efficient and sustainable system.

Key Objectives of the Clustering Strategy:

- **Optimize Facility Use:** Group complementary amenities together to increase efficiency and reduce duplication of services.
- **Enhance Accessibility:** Position facilities and programs strategically to ensure equitable access for all residents.
- **Improve Resource Allocation:** Focus investments in key locations to maximize impact while ensuring long-term sustainability.
- **Strengthen Community Identity:** Develop hubs that foster local engagement and enhance neighborhood cohesion.
- **Support Multi-Use Facilities:** Encourage shared-use spaces to accommodate diverse activities and age groups within each cluster.

Clustering Strategy Implementation Approach:

- Identify Natural Districts based on population centers, existing infrastructure, and community usage patterns.
- Create Themed Activity Hubs, such as Outdoor Adventure Clusters (trails, cycling, and water recreation) and Indoor Recreation Clusters (arena, gym, and multipurpose spaces).
- Enhance Connectivity by linking clusters with trail systems and transportation options to improve accessibility.
- Collaborate with Regional Partners, including Tobique First Nation and neighboring municipalities, to coordinate services and avoid duplication.

By implementing a Clustering Strategy, the Village can provide high-quality, accessible recreation opportunities while ensuring financial and operational sustainability for the long term.

## Collaborative Opportunities

The Neqotkuk First Nation (Tobique First Nation) is a key regional partner, with opportunities for:

- Shared facilities use agreements (e.g., access to the Nation's year-round indoor pool and fitness center).
- Joint programming initiatives (e.g., integrating Tobique First Nation leagues into local soccer programs).
- Cross-promotion of recreational opportunities between the Nation and VSV.
- Strengthening these relationships will enhance recreational access for all residents while fostering greater cultural exchange and regional cooperation.

## Implementation and Monitoring

To ensure the success of this Master Plan, regular performance monitoring and adaptive management will be critical. The Recreation Commission and Village Council will oversee implementation through:

- Annual progress reviews to assess completed initiatives and emerging priorities.
- Community engagement check-ins to gauge satisfaction and adjust strategies accordingly.
- Ongoing collaboration with regional and provincial partners to secure funding and resources.
- By maintaining flexibility and responsiveness, the Village can ensure that this Master Plan remains a living document that evolves alongside community needs.

## Conclusion

The VSV Municipal Recreation Master Plan serves as a long-term strategy to enhance recreation, foster inclusivity, and promote economic development.

By focusing on sustainability, accessibility, and strategic investment, VSV will continue to be a vibrant, active, and connected community.

Through thoughtful planning and regional collaboration, this plan will lay the foundation for a thriving recreational landscape that benefits residents today and for generations to come.

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# Introduction & Alignment



# Introduction



development projects as small as a few thousand dollars to as large as Rogers Place in Edmonton with a budget of over \$500 M. From an operations perspective, the OCL team has led projects such as small parks and golf courses, to operating budgets in excess of \$220 M in annual operations. Our unique perspective of operational experience and major project management is our secret to success.

Our team understands the unique experience of working within smaller cities, towns and First Nations across Canada.

## The Consulting Team

The Perth-Andover Recreation Commission (PARC) embarked on the development of a Municipal Recreation Master Plan to guide the Village of Southern Victoria in creating a comprehensive, visionary, and sustainable recreation strategy. To achieve this, PARC engaged Orange Crow Leadership (OCL) and TBD Architecture & Urban Planning (TBD) through a Request for Proposal process.



### Services offered by OCL include:

- Strategic Planning
- Needs Assessment
- Feasibility Studies
- Public Engagement
- Stakeholder Consultation
- Business Plan Development
- Economic Impact Assessment
- Sponsorship & Partnerships
- Facility Audits
- Business Performance Audits
- Operational Performance Audits
- Facility Master Planning
- Site Master Planning
- Owners Representative
- Design Support
- Commissioning Support
- Bids and Buys

## Project Overview

The project team, collaborating closely with PARC, was tasked with crafting a detailed recreation plan. This plan aims to summarize findings and provide recommendations, focusing on future priorities, programming, and environmental sustainability.

## About Orange Crow Leadership

Orange Crow Leadership (OCL) is a Canadian consulting firm headquartered in Western Canada, with a global reach in sport, recreation, parks, events, and live experiences. Although rooted in the prairies and mountains of Western Canada, OCL proudly partners with clients across Canada, the US, and the Caribbean.

Our team comprises top operators in the field, individuals immersed daily in the business of sport, recreation, parks, events, and live experiences. Each team member brings hands-on experience in managing facilities, events, and operations across Canada, dealing with challenges such as leaking roofs, staffing issues, budget constraints, and high-pressure events. OCL's real-life experience ensures maximized results for clients.

## Collaborative Expertise

Our team is carefully crafted by merging operational leadership services from Orange Crow Leadership (OCL) with creative design services by TBD Architecture & Urban Planning. TBD is committed to providing design excellence and the highest level of project delivery. The TBD team has experience in a broad range of project typologies and experiences that help to assist clients in delivering excellent projects on time, and on budget. The partnership between OCL and TBD has been in place for over 20 years, and we love delivering projects that better the quality of life for community members.

The teams have successfully delivered projects across Canada, the US, Kingston and Jamaica. We have led



### Services offered by TBD Architecture & Urban Planning include:

- Full Service Architectural Practice
- Studies
- Sports and Recreation
- Community Services
- Industrial
- Residential
- Commercial
- Institutional
- Urban Planning
- Sustainability

# Alignment to Collaborative Strategies, Plans, Policies

The successful implementation of the Municipal Recreation Master Plan hinges on its alignment with existing collaborative strategies, plans, and policies. This section highlights the congruence between the proposed recreation initiatives and the broader regional, provincial, and national frameworks that guide community development.

By ensuring this plan aligns with established guidelines, we aim to foster synergy, enhance resource utilization, and leverage opportunities for partnership and funding. This alignment not only reinforces the plan's relevance and feasibility but also underscores the commitment to creating cohesive and sustainable recreational environments for the Village of Southern Victoria.

## The Village of Southern Victoria - *Municipal Recreation Master Plan*

Recreation plays a fundamental role in enhancing the well-being and quality of life for individuals and communities. Access to quality recreational opportunities enhances physical fitness, reduces stress, and fosters social connections, leading to stronger, more resilient communities. It is an essential element of a thriving municipality, contributing significantly to the health, well-being, and cohesion of communities.

Recreation also plays a vital role in promoting inclusivity and connecting individuals with their natural surroundings, thereby improving overall quality of life and fostering a sense of belonging among residents.

By providing opportunities for play, sport, outdoor adventure, and leisure, recreation serves as a cornerstone of vibrant, resilient, and healthy communities. Recognizing the profound value of recreation, the development of a Regional Recreation Master Plan is a critical step in advancing accessible, equitable, and sustainable recreational services and infrastructure that meet the evolving needs of our region's residents.

For the development of this Master Plan, the project team considered and reviewed past report development work done by the Village of Southern Victoria as well as the frameworks and policies that are outlined in the **Resources** section of this report. The frameworks/policies considered include:

- New Brunswick Recreation and Sport Policy Framework.
- The Canadian Parks and Recreation Association (CPRA) - Framework for Recreation in Canada.
- Sport for Life Canada.
- Canadian Sport Policy.
- Perth-Andover Recreation Commission (PARC).

## The Framework for Recreation in Canada - CPRA

The *Framework for Recreation in Canada*, co-developed by the Canadian Parks and Recreation Association (CPRA) and provincial and territorial governments, serves as a guideline for this Master Plan. This national framework outlines a vision and set of goals to maximize the positive impact of recreation on community well-being across the country. By focusing on key areas such as active living, inclusion and access, connecting people and nature, supportive environments, and recreation capacity, the framework provides a strategic foundation to guide our planning process.

This *Municipal Recreation Master Plan* embraces the principles of the framework to create a more inclusive, accessible, and effective recreation system tailored to our community's unique demographics and needs. Guided by this, our Master Plan will work to ensure that recreational opportunities enhance the health, vitality, and quality of life for all residents.

The **FIVE Goals and Priorities** of the *Framework for Recreation in Canada* are:

### 1. Active Living

- Utilize 24-hr movement guidelines
- Non-competitive and unstructured play
- Programs adapt to changing work/school formats
- Physical literacy
- Active transportation

### 2. Inclusion and Access

- Work with equity-denied groups to implement policies and programs to ensure all community members have equitable access
- Sense of belonging
- Work with Indigenous communities

### 3. Connecting People with Nature

- Access to natural spaces and places
- Collect and share best practices for planning and maintaining comprehensive parks system
- Public awareness and education
- Environmental stewardship

### 4. Supportive Environments

- Provide accessible, inclusive, and welcoming spaces and places
- Infrastructure revitalization and renewal
- Placemaking
- Recreation education
- Healthy food environments
- Social connectedness



## 5. Recreation Capacity

- Address workforce gaps
- Diversity and equity
- Develop volunteer strategies
- Practitioner-academic collaboration
- Knowledge development and training

## The New Brunswick Recreation and Sport Policy Framework

The Master Plan also considers the New Brunswick Recreation and Sport Policy Framework. This Framework outlines the roles for the Recreation and Sport Delivery System Partners ranging from NFP Organizations, Municipalities, Regional Service Commissions, First Nations, Provincial Government, Federal Government and Educational Institutions.

In the case of Municipalities, First Nations and Regional Service Commissions, their roles are outlined in the Framework as follows:

## Municipalities and First Nations Partners

Municipalities and First Nations are the governments closest to the people. They have the ability to respond more flexibly, more quickly and more effectively in meeting the recreation and sport needs of their people and communities. For this reason, Municipalities and First Nations are recognized as the level of governments which are primarily responsible for the direct provision of recreation and sport programs and services. Their basic role is to ensure a broad range of recreation and sport opportunities are available for all citizens and Band Members.

These opportunities will be consistent with community needs and interests, and the availability of resources. Their primary roles include:

1. Establishing a recreation authority – to serve as the focus for the provision of community sport and recreation opportunities, with clearly defined purposes, budgets, programs and services and establishing the broad mission and policies within which all programs/organizations operate.
2. Information and resources – being continually aware of all relevant community resources and recreation opportunities and making this information available to the public.
3. Program and service incentives – providing incentives and services in support of programs which develop in response to identified needs (incentives such as leadership training, program information, facilities, etc.).
4. Program evaluation and assessing needs – undertaking regular assessments of community needs and interests in order to ensure programs and services are up to date and regularly evaluating programs against predetermined goals/objectives.
5. Responding to needs – making every effort to respond to the recreation and sport needs of the community by supporting the work of volunteer community organizations or the private sector, or in the direct provision of programs.
6. Coordinated use of resources – coordinating the development and best use of resources, both within in the community and with nearby communities, through the establishment of cooperative mechanisms in areas such as planning, information exchange, facility development, communication and promotion, leadership development, and fund raising.
7. Values, excellence and heritage – ensuring that sport and recreation programs and services operating in the community reflect the values of society, support and recognize the achievement of excellence, and preserve our recreation and sport heritage.
8. Safe, healthy activities – providing standards and specific direction to program providers so programs are offered in a safe, secure, healthy and environmentally sensitive manner.
9. Cooperation with other partners – working with other partners to avoid gaps and overlaps and to help develop a coordinated, efficient and effective recreation and sport delivery system for all citizens.

10. Facilities – either within the community or in cooperation with nearby communities, making available recreation and sport facilities for a variety of activities.

## Regional Service Commissions Partners

Regional service commissions are the entities through which Municipalities, Rural Communities and Local Service Districts can come together to address recreation and sport matters that cross community boundaries.

- Infrastructure Development – Regional service commissions are well positioned to play a role in facilitating inter-community planning and cost sharing of recreation and sport infrastructure.
- Regional Services – Commissions have the authority to facilitate and oversee arrangements between communities for cost-sharing on services.
- Land Use Planning – Regional service commissions are intended to serve as a forum through which issues and decisions relating to the strategic location of major recreation / sport facilities and related land uses can be discussed and coordinated.
- Commissions can provide other services as agreed to by their member communities on either a regional (all commission members) or sub-regional basis (one or more interested members, depending on the service).
- The regional service commissions can serve as a vehicle through which cost effective service sharing and accessibility relating to sport and recreation opportunities can be enhanced in a region.

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# Vision & Goals



# Vision & Goals

The Village of Southern Victoria currently operates within a defined Strategic Plan for 2023–2025. The plan was developed with six core pillars, each focused on specific goals and actions. The core pillars are as follows:

- 1. Green Initiatives:** our goals include fostering a community culture that reduces waste, conserves energy, and supports local and sustainable products; creating awareness and opportunities for gardening and local food production; improving the operations of the P-A Electrical Light Commission with a green perspective; and striving to meet greenhouse gas reduction targets outlined in our Corporate and Community GHG Plans.
- 2. Economic Development and Tourism:** our economic development and tourism pillar aims to promote the growth of our community through advocacy for a housing strategy, support for local businesses and improvement of tourism opportunities.
- 3. Health Care:** the goal is to ensure the community has access to high-quality healthcare services and that it is well prepared for future healthcare challenges.
- 4. Public Safety:** ensuring the safety and security of our community is a high priority in this strategic plan. We have identified three main goals that we believe will help us achieve this objective.
- 5. Municipal Services:** the Municipal Services pillar of our strategic plan aims to ensure that the municipality's services are delivered efficiently and cost-effectively, while also providing high-quality services to its residents.
- 6. Capital Asset Management:** effective management of capital assets is crucial for the long-term success of any municipality. Capital assets, such as roads, sidewalks, buildings, utility infrastructure, and recreation parks and facilities, provide the foundation for delivering essential community services.

Within the strategic plan there are several core goals that align directly with this study and have been used to leverage priorities and support future actions. The Village of Southern Victoria Strategic Plan and this Municipal Recreational Master Plan align primarily on the following goals:

1. Foster a community culture to reduce waste, conserve energy, and promote local and sustainable products.
2. Create awareness and opportunities for gardening and local food production.
3. Strive to meet greenhouse gas reduction targets in Corporate and Community GHG Plans.
4. Create an environment that supports and promotes local business development, including our industrial park.



5. Improve existing tourism opportunities to enhance the visitor experience and attract more tourists to the region.
6. Enhance community safety and policing services.
7. Review safety of intersections, streets, and sidewalks.
8. Develop a comprehensive master plan for recreation services and facilities.
9. Ensure efficient and cost-effective delivery of municipal services.
10. Conduct a review of Aroostook's capital assets to identify areas in need of improvement or replacement.
11. Update and improve the Capital Asset Management Plan to prioritize infrastructure renewal.
12. Develop a priority list for capital investment based on the municipality's needs and resources.

Within the Village of Southern Victoria Strategic Plan for 2023-2025 Pillar Five (Municipal Services), Goal 2 outlines the desired outcomes from a recreational master planning perspective. The following outcomes have been prioritized:

1. Conduct a needs assessment of the community to determine priorities for recreation services and facilities.
2. Engage with community members and stakeholders to gather input and feedback on recreation needs.
3. Identify potential funding sources for recreation services and facilities.
4. Establish a timeline and action plan for the development of the master plan.
5. Develop a comprehensive inventory of existing recreation services and facilities.
6. Analyze existing gaps in recreation services and facilities.
7. Develop recommendations for new or improved recreation services and facilities.
8. Conduct cost-benefit analyses for proposed projects.
9. Establish a process for ongoing evaluation and review of the master plan.
10. Collaborate with neighboring municipalities and community organizations to enhance and coordinate recreation services and facilities.

The OCL and TBD Recreational Master Planning process path was as follows:

## The Planning Process

The following details the Planning Process implemented to assist in creating the Recreational Master Plan for the Village of Southern Victoria.



### Reviewing

Examine the previous work, the strategic priorities of the staff and Council, as well as earlier studies, reports and performance data.



### Engagement

Involve the community, key stakeholders, and local leaders in a conversation about recreation.



### Evaluation

Asses the present conditions of facilities and program offerings. Explore best practices observed in communities of similar size.



### Alignment

Gather all pertinent information and insights to back a strategic and operation plan, including proposed future actions to be undertaken.



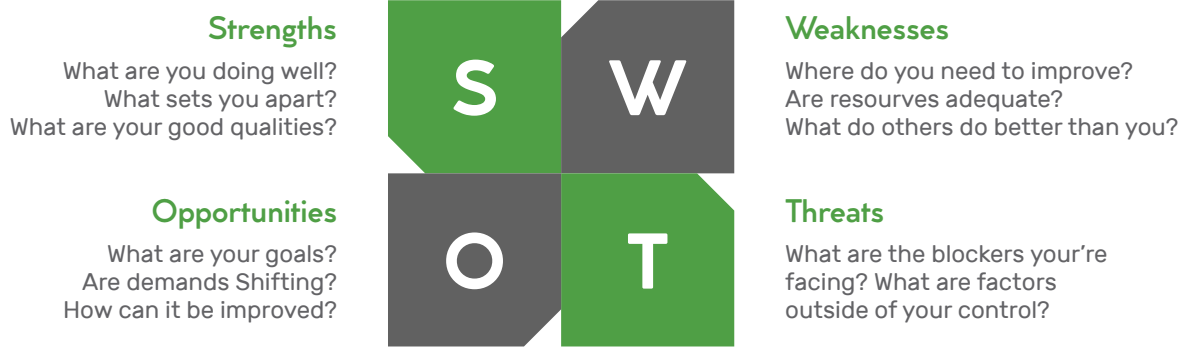
### The Plan

Create a measurable and outcome-focused strategy for the future of recreation in the Village of Southern Victoria

This Master Plan has strived to achieve the desired outcomes of the above listed actions and outlines progressive opportunities to further advance and enhance achievements relative to Council objectives.

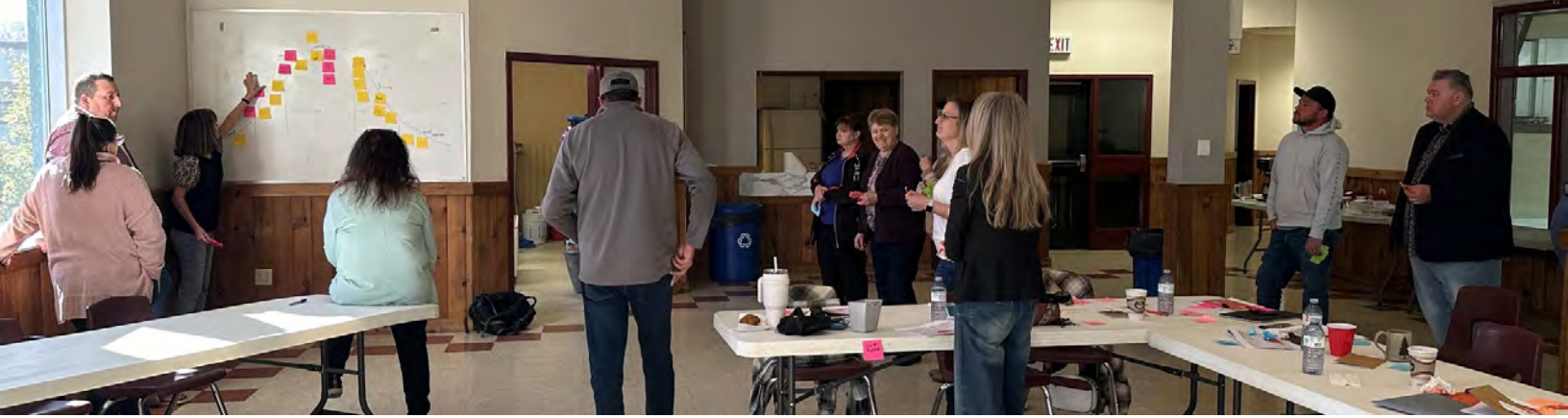
To align the strategic and operational priorities and influenced by public and stakeholder engagement conducted as an element of this planning initiative, a strategic planning session was hosted that included members of the Perth-Andover Recreation Commission (PARC), Council and staff. The following section outlines the strategic framework supporting this Master Plan.

The strategic working group began with a market scan and a traditional SWOT analysis to better understand the current state of recreation. The group then identified the top three elements in each category, though a detailed list was also developed and is outlined below.



| Strengths   | Weaknesses  | Opportunities  | Threats   |
|---|---|--|---|
| Location on the Trans-Canada Highway                | Capacity of a small team that is tasked with a large portfolio                | Natural beauty of the river and waterfront                                       | Vulnerable to the housing accessibility and affordability due to limited supply                                 |
| Location the natural beauty of the St. John River   | Access to funding for operating, capital, and maintenance is limited          | Outdoor lifestyle, trail systems, and boating                                    | Growing addictions issues   |
| Dedicated staff at the Village of Southern Victoria | Public understanding of the role of recreation                                | Population growth in the community and surrounding area                          | Growing homelessness and houselessness issues   |
| Passionate and engaged volunteer base               | Challenges communicating with the public and brand and program awareness      | Small community connections and connectivity, everything is close and accessible | Lack of disposable income due to high cost of living and inflation  |
| Innovative and creative program ideas and delivery  | Limited accommodations and retail offerings to support tourism growth         | We are a safe community  | Highly dependent on space agreements for access to educational space and facilities for recreation and culture. |
| Large volume of facility and program offerings      | Volunteer burn-out, coaches, officials, instructors and program leaders       | Good jobs and employment and high affordability                                  | Abandoned or derelict buildings within the community  |
| Quality of existing facilities                      | Aging infrastructure and the eventual replacements costs may be unsustainable |  |   |





Each activity performed directly or indirectly was scored by the strategic working group for current placement on the lifecycle chart, the below table outlines the results:

| Start-Up                               | Growth                     | Maturity                          | Decline                     | Wind-Down or Reposition |
|--|----------------------------|-----------------------------------|-----------------------------|-------------------------|
| Mountain biking trails                 | Pickleball                 | Walking trails                    | Wednesday Music in the Park | Adult Softball          |
| Mountain biking sport and associations | Waterfront recreation      | Christmas events for seniors      | Seniors' events             | Tennis                  |
| Roller skating                         | Kayaking, canoe, paddle    | Day camps and Day programing      | Seniors' recreation classes | Figure Skating Club     |
| Santa Sun                              | Axe Throwing               | Birthday party programs           | Soccer                      | Dam Run                 |
| River Valley Thunder                   | Freeze Festival            | Hullabuloo Festival               | Swim lessons                |                         |
| Running Clubs                          | Tuff Muck                  | Outdoor hockey                    | Baseball and Softball       |                         |
|  | Christmas parade           | Outdoor hockey rink               | Free Family Skate           |                         |
|  | Swim team                  | Gathering of the Scots Festival   | Youth activity nights       |                         |
|  | Side by Side program       | Indoor walking track (arena)      | Curling                     |                         |
|  | Recreational power boats   | Women's Day programing and events | Giant garage sales          |                         |
|  | PALS events and programing | July 1 celebrations               | Public skating (all ages)   |                         |
|  | Cross country ski Trails   | Bass fishing and angling          | Bike Rodeo                  |                         |
|  | Outdoor snowshoe trails    | Basketball                        | Fitness centre              |                         |
|  | Walk to Freedom            | Snowmobiling                      | Free movie nights           |                         |
|  |                            | Outdoor hunting - all forms       | Yoga, aerobics classes      |                         |
|  |                            | Performing arts                   | Western Valley Games        |                         |
|  |                            | Band Stand                        | Civic Centre programing     |                         |
|  |                            | Civic Centre asset                | Outdoor Aquatic Centre      |                         |
|  |                            |                                   | Playground                  |                         |

Strategically the lifecycle placement chart should be leveraged to understand and project future programing growth or decline and evaluate where there may be risk or opportunity within the program offering.

The following actions should be considered when evaluating programs in each development phase:

## Start-Up Phase

Invest in supporting the growth of the program, carefully monitor participation and revenue and determine the future growth potential. These programs should be supported but carefully monitored.

## Growth Phase

Recognize the positive trajectory of these program offerings, support additional space and capacity opportunities, consider heightened levels of investment and foster and encourage growth and participation. Programing within the growth phase offer the greatest future potential.

## Maturity Phase

Items in this phase have achieved a high level of success and the program is working. Consider small adjustments, slight improvements but don't break what is working. Support these products as they are founded, grounded and successful. These programs are the core of your program offering and performing at a high outcome, help them maintain success.

## Decline Phase

These programs should be carefully monitored and reviewed. Some programs in this category will need to be repositioned for further growth and success and some may be trend properties and working towards a decline or phase out. In a situation where the program needs to be refreshed to meet growth potential investment should be made to support repositioning the program, in a situation where repositioning will not improve participation costs should be managed, effort should be limited, and the program should be supported in phasing out at the appropriate time.

## Wind-Down, Reposition, Repurpose Phase

Once a program has reached this phase and with proper evaluation in the decline phase there should be a clear proforma for improvement in a reposition strategy or a strategy for phase out and exiting the program.

Based on the evaluation performed by the strategic working group it should be noted the number of programs currently in the maturity or decline phase, this suggests that the Recreation Department will need to have a considerable amount of time and energy invested in these categories. An individual strategy for each item in the maturity and decline phase should be developed by the Recreation Department.

Consideration should also be given to the lifecycle of facilities. Below is a table developed by Statistics Canada that outlines the expected useful life of recreational facilities by Province.

## Average Expected Useful Life of Publicly Owned, Culture, Recreation and Sport Facilities - Infrastructure Canada

Frequency: Occasional

Release date: 2022-09-27

Table: 34-10-0182-01

Geography: Canada, Province or territory

| Geography                                      | Canada               | AB | SK | BS | MB | NB | ON | NS | NL | QB | PEI |
|--|----------------------|----|----|----|----|----|----|----|----|----|-----|
|  | <b>Average years</b> |    |    |    |    |    |    |    |    |    |     |
| Indoor ice arenas, single pad                  | 41                   | 50 | .. | .. | .. | 25 | .. | .. | .. | .. | ..  |
| Indoor ice arenas: multiple pads (two or more) | 50                   | .. | .. | 50 | .. | 50 | .. | .. | .. | .. | ..  |
| Indoor ice arenas: Performance/spectator       | 40                   | .. | .. | 40 | .. | .. | .. | .. | .. | .. | ..  |
| Outdoor ice arenas                             | 26                   | 31 | 25 | .. | 33 | 15 | 28 | .. | .. | .. | ..  |
| Curling rinks                                  | 40                   | .. | .. | .. | .. | .. | .. | .. | .. | .. | ..  |
| Indoor pools, 25 metres                        | 46                   | .. | .. | 48 | .. | .. | 45 | .. | .. | .. | ..  |
| Indoor pools, 50 metres or longer              | 40                   | .. | .. | .. | .. | .. | 40 | .. | .. | .. | ..  |
| Indoor pools, leisure pools 3                  | 32                   | .. | .. | .. | .. | .. | 32 | .. | .. | .. | ..  |
| Outdoor pools                                  | 32                   | 39 | 30 | .. | .. | 20 | .. | .. | .. | .. | ..  |
| Outdoor spray parks/splash pads/wading pools   | 23                   | 24 | 20 | 36 | 50 | 20 | 21 | 10 | .. | .. | ..  |
| Galleries                                      | 75                   | .. | .. | .. | .. | .. | 75 | .. | .. | .. | ..  |
| Libraries                                      | 49                   | 50 | 30 | 75 | 50 | .. | 46 | .. | .. | .. | ..  |
| Museums and archives                           | 32                   | .. | 30 | .. | .. | .. | 32 | .. | .. | .. | ..  |
| Presentation and performance spaces            | 17                   | .. | 10 | 18 | .. | 32 | .. | .. | .. | .. | ..  |
| Indigenous culture facilities                  | 16                   | .. | 10 | .. | .. | .. | .. | .. | .. | 50 | ..  |
| Community centres (senior and youth centres)   | 32                   | 50 | 18 | 53 | .. | .. | 45 | .. | .. | .. | ..  |
| Indoor gymnasiums                              | 38                   | 50 | .. | 35 | .. | 25 | 38 | .. | .. | .. | ..  |
| Indoor racquet courts                          | 27                   | .. | .. | .. | .. | 25 | 28 | .. | .. | .. | ..  |
| Indoor walking/jogging tracks                  | 36                   | 50 | .. | .. | .. | 25 | 33 | .. | .. | .. | ..  |
| Indoor fitness areas                           | 25                   | 50 | 10 | 31 | 10 | 25 | 39 | .. | .. | .. | ..  |
| Indoor fields                                  | 50                   | 50 | .. | .. | .. | .. | .. | .. | .. | .. | ..  |
| Outdoor speciality areas                       | 27                   | 45 | 18 | 34 | 33 | 20 | 28 | 20 | 25 | .. | ..  |
| Playgrounds                                    | 21                   | 20 | 24 | 21 | 25 | 22 | 19 | 25 | 21 | .. | ..  |
| Outdoor tennis and/or pickleball courts        | 22                   | 20 | 20 | 25 | 20 | 20 | 22 | 20 | 20 | .. | ..  |
| Ball diamonds                                  | 25                   | 33 | 20 | 25 | 41 | 20 | 25 | 25 | 25 | .. | ..  |
| Rectangular sports fields (natural turf)       | 49                   | 28 | 92 | 25 | 10 | .. | 29 | .. | .. | .. | ..  |
| Artificial turf sports fields                  | 21                   | .. | .. | 30 | .. | .. | 17 | .. | .. | .. | ..  |
| Paved pathways                                 | 25                   | 24 | 37 | 29 | 18 | 20 | 24 | 30 | .. | .. | ..  |
| Trails (non-paved)                             | 26                   | 20 | 60 | 32 | 35 | 23 | 16 | .. | 26 | .. | ..  |

### Footnotes:

Expected useful life of an asset refers to the service life or the productive life of the asset at the time of its acquisition regardless of their lives reported for income tax purposes.

Due to changes in methodology and improved data availability, the inventory counts are not comparable between years. Inventory counts for the year 2018 for municipalities may be overestimated. Census subdivisions, including unorganized and unincorporated areas, were included in the survey frame whereas only incorporated organizations were included for 2020.

As of 2018, indoor leisure pools facilities exclude those in combination with a 25-metre or 50-metre plus pool.

*How to cite: Statistics Canada. Table 34-10-0182-01 Average expected useful life of new publicly owned culture, recreation and sport facilities, Infrastructure Canada*

<https://www150.statcan.gc.ca/t1/tb1/en/tv.action?pid=3410018201>

The working group was asked to develop a **Strategic Mission, Vision and Values** position for this study and the following outlines the results of this work. These items should be used to strategically support the decision making within the Recreation Committee once this plan has been approved by Council.

## Mission Statement

The Perth-Andover Recreation Commission's (PARC) Mission Statement:

*The Perth-Andover Recreation Commission is an incorporated non-profit board which has been established by the Village of Southern Victoria to act as the legal body for the organization and administration of recreation facilities and programs for the people of our community and surrounding area's.*

In alignment with this, the strategic working group defined a further Mission Statement relative to recreation:

*We foster a healthier community while promoting our community pride. We provide innovative programs and facilities and support others who share our values. We depend on passionate and dedicated people.*

## Vision Statement

*We will make the Village of Southern Victoria the best recreationally serviced community of our size in Canada.*

## Our Values

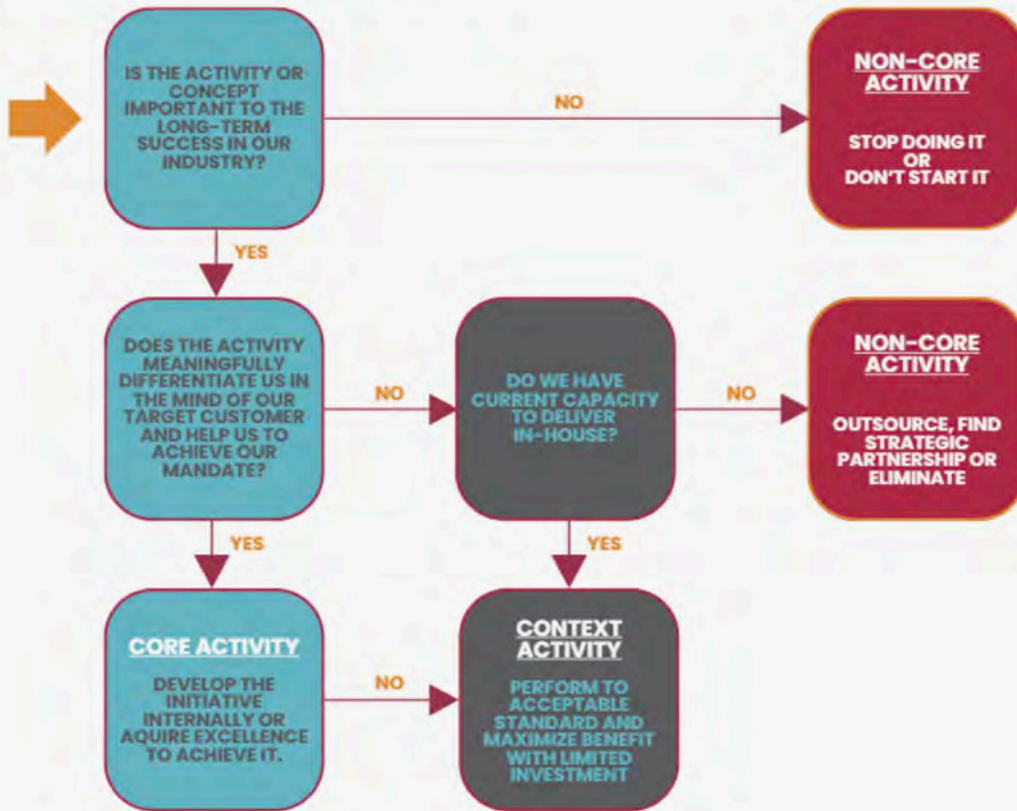
1. **Utilization:** the more the merrier and the busier the better. As a recreation team we want to maximize use, participation, and play.
2. **People:** recreation achieves success when we engage amazing people, we will recruit, retain, and celebrate the very best in staff, volunteers, and partners.
3. **Smart:** we appreciate we are a small but mighty community and with will be wise with our use of facilities, time, and financial investment.
4. **Belonging:** We are a space that accepts everyone, includes everyone, and promotes a sense of belonging for anyone wanting to participate.
5. **Lifestyle:** We promote healthy lifestyles and a healthy community.
6. **Economic Impact:** We will strive to enhance the economic prosperity of our community, local business, and our region.

With the Mission, Vision and Values in place, the strategic working group evaluated the strategic positioning of the current program and facility offerings within the Village of Southern Victoria. The analysis considered **Core, Context** and **Non-Core Activities**.

Using a strategic decision-making matrix, the working group agreed that program and facility offerings should be measured against four main pillars:

1. A sense of belonging
2. People – the time and effort required by staff and volunteers
3. Active lifestyle
4. Utilization

## Strategic Decision Making Matrix.



Identify the key operational pillars that must be analyzed, reviewed, and evaluated prior to taking any action.

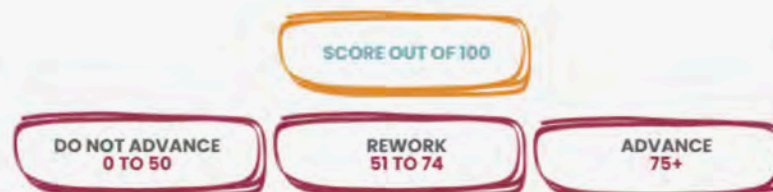


Create a Summary Score based on Priority Pillars and a Total Score.

**Evaluate the Operational Decision Against the Pillars and the Values Available.** When planning decision-making for this project as a cohesive team, it's essential to provide detailed information for each primary operational pillar. After gathering and evaluating all the relevant data, a summary score should be calculated for each pillar, along with an overall score. This process may involve some discussions and alignment among the project team.



Make a Definitive Choice on Advancement, Explore Alternative Options, or Cease Activities.



Considering the outlined pillars and using the decision-making matrix, the working group went through the activities and programs they identified in the product lifestyle exercise and discussed if they are core, context or non-core. The results are as follows:

| Core  | Context  | Non-Core   |
|---|--|--|
| Core programming and assets should be considered essential to the positive achievement of the recreation strategy. These opportunities may be managed internally or through partnerships. | Context programming and assets should be considered based on capacity, cost, and the ability to partner with others. These items are valuable enhancement and additions to the recreational strategy but not essential to be performance by the Recreation Department. These items should be delivered by external agencies. | Non-Core programming and assets may be valuable, but they should not be a priority led by the recreation department and are note critical to the success of the recreational strategy. These items should be delivered by external agencies. |
| Santa Run   | Mountain Biking  | Axe Throwing   |
| River Valley Thunder  | Swim team  | Giant garage sales   |
| Pickleball  | Roller skating   | Dam Run  |
| Waterfront recreation   | Running Clubs  |  |
| Kayaking, canoe, paddle   | Side by Side programs  |  |
| Mountain bike trails  | Walk to Freedom  |  |
| Freeze Festival   | Christmas events for Seniors   |  |
| Tuff Muck   | Day Camps and Day Camp programing  |  |
| Christmas Parade  | Birthday party programs  |  |
| Side by Side trails   | Outdoor hockey   |  |
| Recreational power boat opportunities   | Women's Day programing   |  |
| PALS event programing   | July 1 Celebrations  |  |
| Cross Country Ski Trails  | Basketball leagues   |  |
| Outdoor snowshoe trails   | Snowmobiling   |  |
| Hullabuloo Festival   | Outdoor hunting  |  |
| Outdoor hockey rink   | Performing arts  |  |
| Gathering of the Scots Festival   | Wednesday Music in the Park  |  |
| Indoor walking track  | Seniors' events  |  |
| Civic Centre operations   | Seniors' recreation classes  |  |
| Fitness Centre  | Soccer leagues   |  |
| Bass fishing and angling  | Swim lessons   |  |
| Basketball facilities   | Baseball and Softball Leagues  |  |
| Performing arts spaces  | Youth activity nights  |  |
| Band Stand  | Curling  |  |
| Soccer fields   | Bike Rodeo   |  |
| Free Family Skate   | Fitness classes  |  |
| Free Community Skate  | Free movie nights  |  |
| Civic Centre programing   | Adult Softball   |  |
| Outdoor playgrounds   | Yoga, aerobics classes   |  |
| Outdoor green spaces  | Western Valley Games   |  |
|   | Figure Skating Club  |  |

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# Community Engagement



# Community Engagement

We are pleased to share the key findings from our community engagement process, conducted as part of the development of the *Municipal Recreation Master Plan*. In October 2024, a stakeholder and public engagement process was launched, and we engaged with Village Council, administration and staff, residents, stakeholders and youth to gain a comprehensive understanding of the community's recreational needs and priorities.

Through social media, a dedicated email address, digital and paper surveys, focused stakeholder meetings and open houses, we collected valuable feedback and ideas that will help guide the future of recreational services, facilities, and programming in the Village of Southern Victoria and surrounding regions. This input has highlighted the community's commitment to accessible, inclusive, and high-quality recreational opportunities. The findings also reflect a shared vision for creating spaces and experiences that promote well-being, tourism, community connection, and active lifestyles for all residents.

Here we summarize the key themes and priorities that emerged from the engagement process. These insights shape the foundation of our Municipal Recreation Master Plan, ensuring it reflects the community's voices, needs, and aspirations.

***The full 2024 Public Engagement Results Report can be found in the Appendices.***

## Open Houses and Stakeholder Meetings

Orange Crow Leadership (OCL) ran a series of open houses over the course of three days to allow for a fulsome public participation and consultation. The open house sessions provided an informal setting to share information with the public while also gathering public input. The sessions provided information cafeteria-style, allowing participants to rotate through and interact with a series of information display boards and discuss specific topics of interest with OCL and Village of Southern Victoria staff.

This method of engagement was chosen to encourage participation from all community members and user groups. In total, four open houses were hosted between October 19-21, 2024.

Orange Crow Leadership, working with Village staff, developed an approach to the engagement of key stakeholder groups. These focused stakeholder meetings took place between October 19-21, 2024. The stakeholders engaged included event organizers, sport coaches, sport and facility user groups, library, youth and Tobique First Nation.

***The full 2024 Public Engagement Results Report can be found in the Appendices.***





## What we Heard

The Village of Southern Victoria identified public and stakeholder engagement as a critical element of advancing the strategic long-term Municipal Recreation Master Plan. There was an authentic and purposeful desire to engage the community in a conversation about the programs and services offered by the Village and to inform Council on the priorities from a community perspective.

Open house and stakeholder feedback provided the team with an environmental scan for the Village staff and Council, identifying strengths, weaknesses, opportunities and challenges. All feedback received has been amalgamated into key themes and will inform short-term initiatives to address current weaknesses and challenges as well as future long-term opportunities and priorities.

The sessions were well attended with approximately 120 attendees in person in addition to the 285 survey participants and about 40 comments on social media outlets. The participation achieved the desired outcomes and is considered statistically viable given the community population.

## Key Findings

The following summary outlines the primary findings, concerns, and goals expressed by participants of the public and stakeholder engagement process.

- 1. High Demand for Outdoor Space-** Residents expressed strong support for enhancing outdoor recreational spaces, including parks, walking trails, ski trails, bike trails, dedicated ATV trails, off-leash dog parks, sport fields and sport courts. Many highlighted the importance of having accessible green spaces within walking distance of neighborhoods and connected walking trails.
- 2. High Demand for Indoor Spaces-** Residents expressed strong support for enhancing indoor recreational spaces, including a walking track, sport courts availability, ice availability, gym facilities, indoor pool. Many highlighted the importance of having accessible programming.
- 3. Interest in Diverse Programming-** The community showed interest in a broader range of recreational programming, from youth sports to senior wellness activities and family-oriented events.
- 4. Need for Facility Upgrades-** Many participants pointed out that existing recreational facilities need modernization and maintenance to meet current standards, especially in terms of accessibility, usefulness and beautification.

## Community Concerns

- 1. Accessibility and Inclusivity-** Accessibility was a common theme, with residents calling for improvements to make recreational spaces and facilities welcoming and accessible for people of all ages, abilities, and backgrounds.
- 2. Volunteers-** Many community members expressed concern about volunteer burn-out. Develop a plan to expand volunteer enrollment and use software to build out a database. Offer training, set hours, incentives. Engage youth in the Village and Tobique First Nation.
- 3. Budget Constraints and Funding-** Community members raised concerns about the financial feasibility of implementing new programs or upgrading facilities and stressed the need for transparent budgeting and potential partnerships to support funding.

## Community Goals

The *Municipal Recreation Master Plan* is guided by the following community-driven goals, developed in response to the priorities and aspirations identified during the engagement process. These goals reflect our collective vision for fostering vibrant, inclusive, and sustainable recreational opportunities:

### 1. Build Community Connections

- Use recreation as a tool to strengthen community ties by providing inclusive spaces and programming that foster a sense of belonging and togetherness.
- Partner with local organizations, businesses, and schools to expand opportunities and resources.
- Offer support to groups that bring events to the community. This can include helping to market the event, staff time and sharing of volunteer resources.

### 2. Enhance Accessibility and Inclusivity

- Ensure all recreational facilities, programs, and spaces are accessible and welcoming to individuals of all ages, abilities, and backgrounds.
- Prioritize removing physical, financial, and social barriers to participation for both indoor and outdoor options.

### 3. Promote Health and Wellness

- Provide diverse recreational opportunities that encourage physical activity, mental well-being, and social connection.
- Support programming that meets the needs of all age groups, from youth to seniors, with a focus on fitness, wellness, and personal development.

### 4. Improve and Modernize Facilities

- Upgrade and maintain existing recreational infrastructure to meet modern standards for safety, functionality, and sustainability.
- Develop new facilities that address current and future community needs.

### 5. Expand Outdoor Recreation Opportunities

- Enhance the availability and quality of parks, trails, and open spaces, ensuring these areas are safe, well-maintained, and accessible year-round.
- Promote active lifestyles by encouraging the use of natural areas for walking, cycling, and other outdoor activities.

### 6. Build Lasting Connections with Youth

- Create opportunities for leadership: Invite youth to serve as ambassadors for recreation initiatives, helping to promote programs and events.
- Recognize their contributions: Acknowledge and celebrate youth participation in the planning process through public recognition or small incentives.

- Offer youth-specific programming: Based on their feedback, develop programs and activities tailored to their interests, ensuring sustained engagement.

### 7. Develop a Volunteer Base

- Define the roles and responsibilities that volunteers can take on.
- Create awareness and excitement about volunteer opportunities through various channels.
- Make the recruitment process simple and accessible.
- Provide training and support to ensure volunteers feel prepared and valued in their roles.
- Develop a recognition and retention incentives program.
- Build a volunteer community by fostering connections and camaraderie.
- Evaluate and adjust as needs change.

### 8. Build out Tourism Opportunities

- Local groups host many events that attract thousands of visitors to the area. The Village should support and market these events.
- Consider hunting and fishing opportunities to attract visitors.
- Consider enhancing activations on the river to take full advantage of the beauty of the Village and attract visitors for canoeing, kayaking, paddleboarding etc.

### 9. Foster Environmental Stewardship

- Integrate environmentally sustainable practices into the design, construction, and operation of recreational spaces and facilities.
- Protect and enhance natural areas to ensure long-term conservation and biodiversity.

### 10. Support Financial Sustainability

- Ensure recreational services are affordable for residents while maintaining financial sustainability for the municipality.
- Explore partnerships, grants, and sponsorships to support facility upgrades and new developments.

### 11. Celebrate Arts, Culture, and Diversity

- Incorporate arts and cultural programming into the recreational offerings to celebrate the community's diversity and heritage.
- Create spaces, classes and events that bring people together.

These goals serve as a foundation for the *Municipal Recreation Master Plan*, guiding future decisions to ensure that recreation continues to enrich the quality of life for all community members.

***The full 2024 Public Engagement Results Report can be found in the Appendices.***

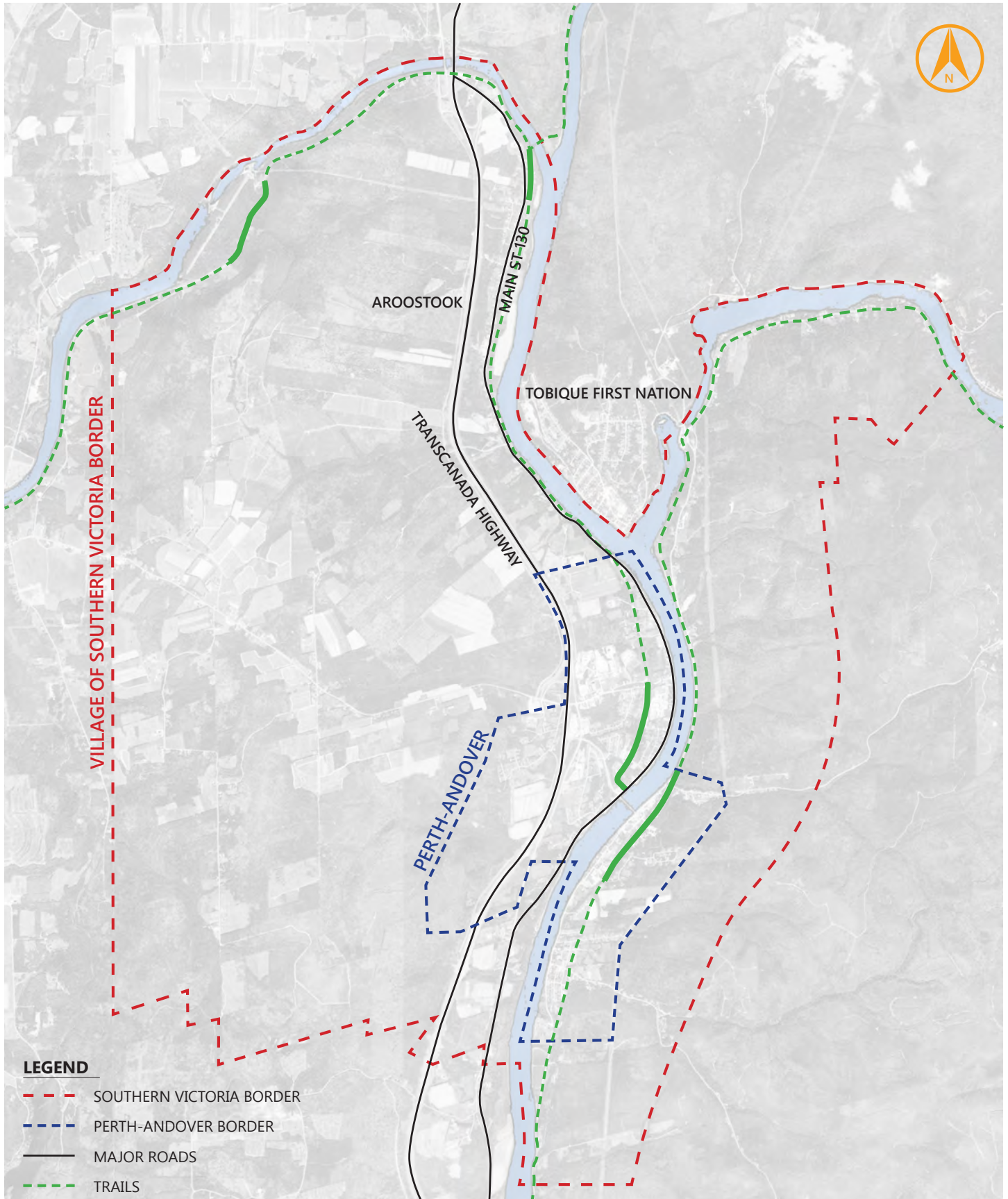
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# Needs Assessment



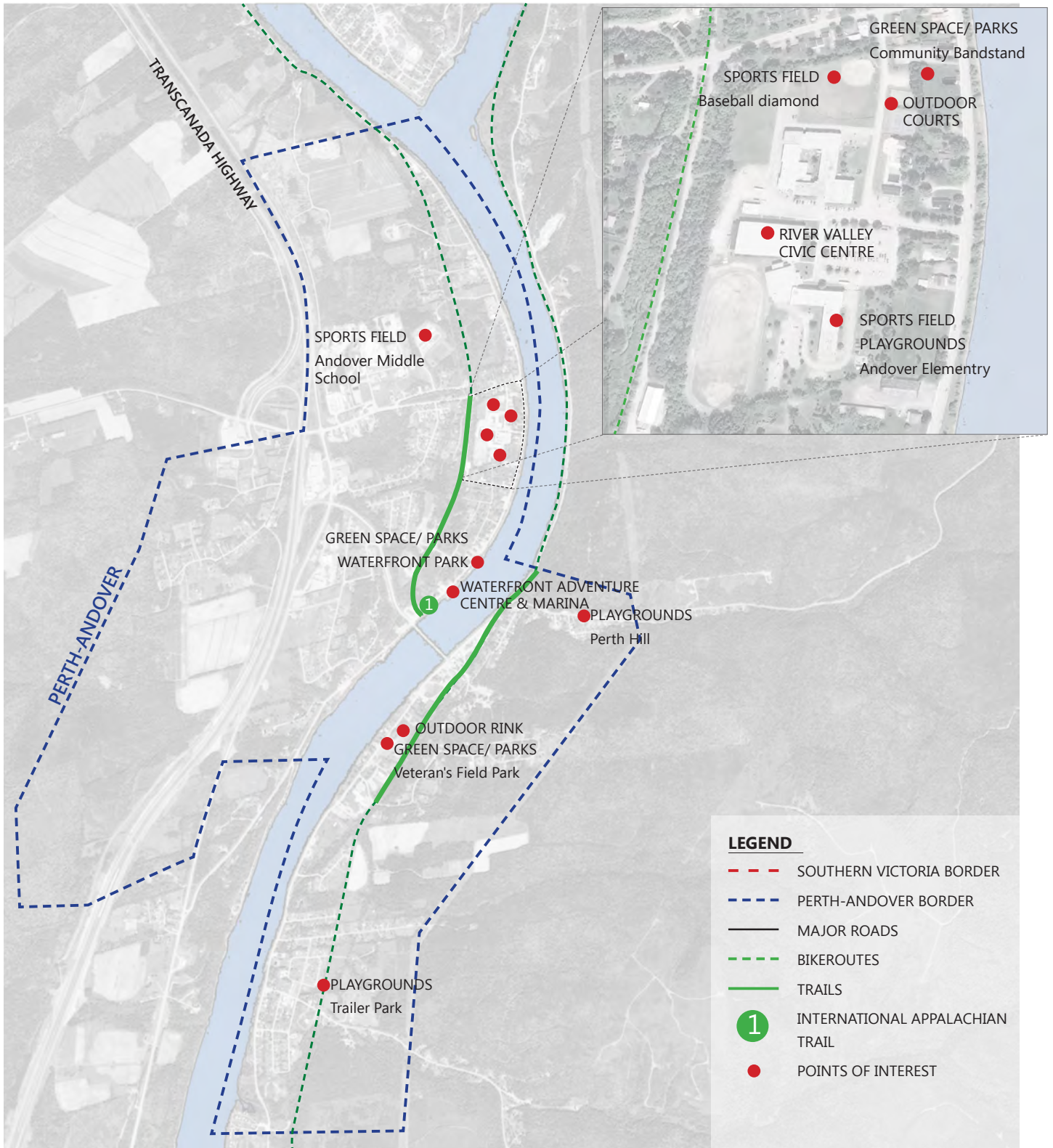
# Current & Future Recreation Needs

## Context Map 1: The Region



# Current Inventory

## Parks, Recreation and Leisure Amenities



## Current Inventory State

### River Valley Civic Centre (RVCC)

Built in 1995, the RVCC is 35 years old and is in good to fair condition. Major Mechanical and Electrical system components will be coming to end of life in the next 5-10 years. Recent renovations or replacements include the roof, mechanical dehumidification units, lighting, and dasher boards. The arena slab and ice plant are in good condition and have been well maintained. The community hall, meeting

room, and offices are all located on the second floor, which has limited accessibility. The facility does have an elevator but requires staff to be available for patron use. A gym has been fit out within the arena and is in good condition. Some equipment needs repair and replacement, and the walking track is often closed (it was not purpose built and is essentially a corridor through the perimeter of the facility).

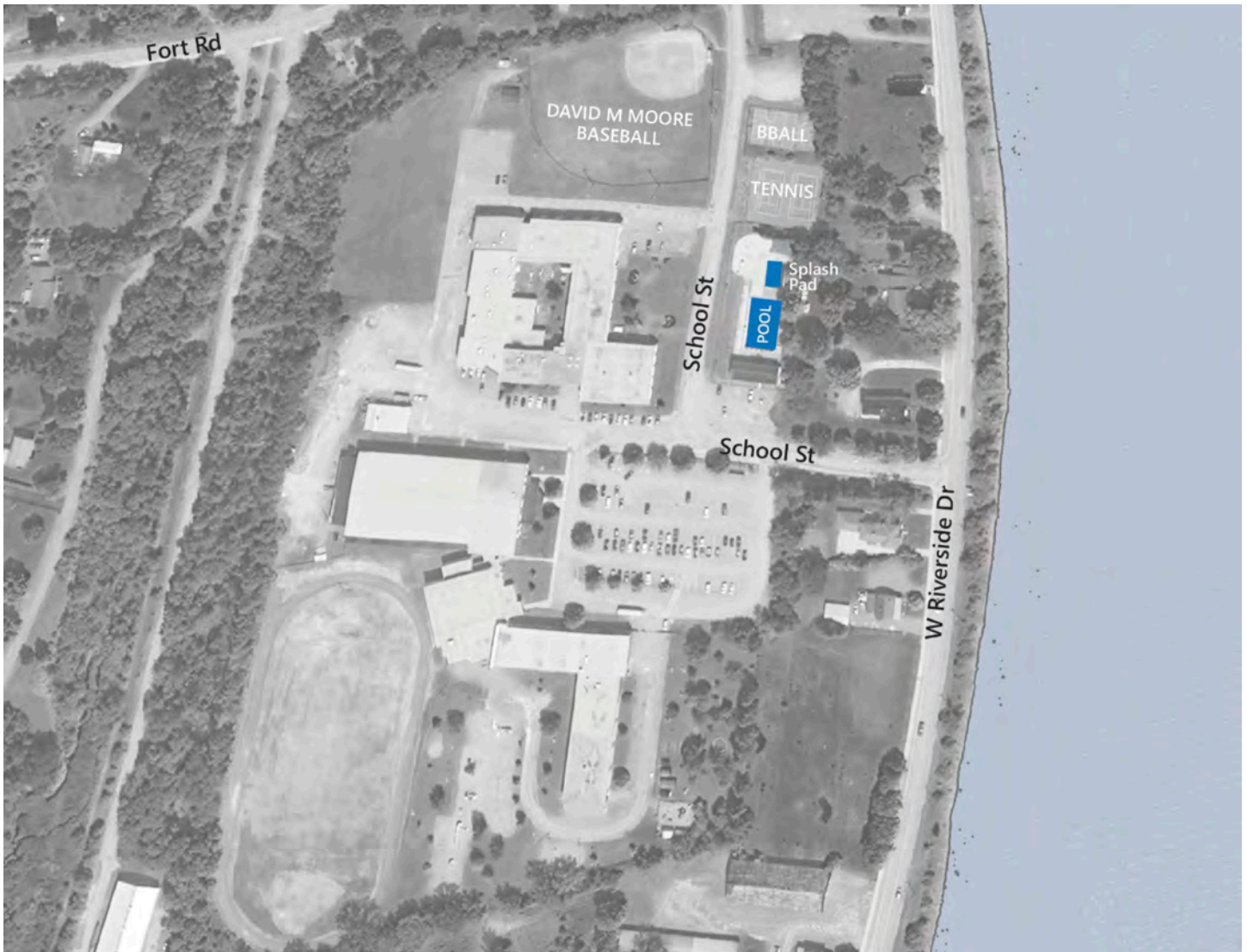


## Outdoor Pool and Splash Pad

Pool mechanical systems were recently replaced and are in good shape. Repair work of the basin perimeter piping was completed recently, which requires the repainting of the sidewall of basins to be completed before filling the basins next summer. The interlocking pavers around the concrete pool basin are extremely uneven and need to be leveled before opening back to the public. The shower building structure and envelope are in good condition but there have been repairs to the plumbing which has been left exposed,

and this is unsightly to the public. All openings between floors for the routing of piping and/or electrical conduit needs to be re-established with fire caulking.

The outdoor splash pad (surface and features) is in good condition. Access to the outdoor splash pad is from within the fenced outdoor pool, which limits access to the days and times when the outdoor pool is open.



## Outdoor Courts

Both the Basketball Court and the Tennis / Pickle Ball Courts are in good condition. Both courts could be improved with simple upgrades focused on improving accessibility from the adjacent street via level paths (granular or paved) while providing seating/picnic benches paired with garbage cans and shade structures.



## Green Space and Park Areas

Waterfront Park, the Community Bandstand, and Veteran's Field Park and Pavilion were assessed, and all waterfront spaces are in good condition. The spaces are well manicured and have adequate services brought to each location to host programmed events.



## Waterfront Adventure Centre

The waterfront adventure centre is in good condition. The docks are recently new and are in good condition. Annual maintenance to the water line hooks ups are required and are being completed to the marina slips prior to installation. Benches, waste receptacles, and picnic tables require frequent replacement.



## Outdoor Rink

The outdoor rink is in good condition. The asphalt pad is in good shape, and utilities permit the operation of portable washroom and warming facilities in both the summer and winter seasons.



## Playgrounds

Andover Elementary Playground is in good condition. Perth Hill Playground and Trailer Park Playground are both in fair condition with some broken equipment observed on each site. Broken play structures should be removed. Aroostook Playground is in poor condition, with broken equipment and swings located adjacent to a hill. Most parks have multiple play structures; if some have fallen into disrepair, those structures could simply be removed without replacement.

## Current Programs & Services

Below is a table of the current programs and services that the Village of Southern Victoria offers to its residents and the stage that each event is at in its lifecycle.

| Start-Up                               | Growth                      | Maturity                           | Decline                     | Wind-Down or Reposition |
|--|-----------------------------|------------------------------------|-----------------------------|-------------------------|
| Mountain biking trails                 | Pickleball                  | Walking trails                     | Wednesday Music in the Park | Adult Softball          |
| Mountain biking sport and associations | Waterfront recreation       | Christmas events for seniors       | Seniors' events             | Tennis                  |
| Roller skating                         | Kayaking, canoe, paddle     | Day camps and Day programming      | Seniors' recreation classes | Figure Skating Club     |
| Santa Sun                              | Axe Throwing                | Birthday party programs            | Soccer                      | Dam Run                 |
| River Valley Thunder                   | Freeze Festival             | Hullabuloo Festival                | Swim lessons                |                         |
| Running Clubs                          | Tuff Muck                   | Outdoor hockey                     | Baseball and Softball       |                         |
|  | Christmas parade            | Outdoor hockey rink                | Free Family Skate           |                         |
|  | Swim team                   | Gathering of the Scots Festival    | Youth activity nights       |                         |
|  | Side by Side program        | Indoor walking track (arena)       | Curling                     |                         |
|  | Recreational power boats    | Women's Day programming and events | Giant garage sales          |                         |
|  | PALS events and programming | July 1st celebrations              | Public skating (all ages)   |                         |
|  | Cross country ski Trails    | Bass fishing and angling           | Bike Rodeo                  |                         |
|  | Outdoor snowshoe trails     | Basketball                         | Fitness centre              |                         |
|  | Walk to Freedom             | Snowmobiling                       | Free movie nights           |                         |
|  |                             | Outdoor hunting - all forms        | Yoga, aerobics classes      |                         |
|  | Performing arts             | Western Valley Games               |                             |                         |
|  | Band Stand                  | Civic Centre programming           |                             |                         |
|  | Civic Centre asset          | Outdoor Aquatic Centre             |                             |                         |
|  |                             | Playground                         |                             |                         |

| Facility Name  | Primary Use   | Owner  | Operator  | Peak Time Utilization (%)   | Non Peak Time Utilization (%)  | Annual Visitors   |
|--|---|--|---|---|--|---|
| List the name of the amenity as it is best known in the local community. | Describe the primary uses for the facility based on traditional annual programming. | List the primary owner or joint ownership arrangement for the amenity. | List the primary operator or joint operational arrangement for the amenity. | State the percent of peak time facility space that is utilized. Peak time should consider highest demand season and time of day. This should be a percent of the total operational hours available. | State the percent of nonpeak time facility space that is used. Nonpeak time should consider the lowest demand season and time of day. This should be a percent of the total operational house available. | This should be the total number of visitors to the amenity or space, this should include participants, spectators, vendors, staffing, and any other visitors accessing the space. Consider total number of visitors (some may visit multiple times) and not unique or independent visits. |
| <b>River Valley CC Arena</b>   | Hockey, skating, roller-skating, rentals  | Village of SV  | Rec Dept  | 80%   | 20%  | 39,021  |
| <b>River Valley CC Track</b>   | Walking   | Village of SV  | Rec Dept  | 80%   | 10%  | 1,293   |
| <b>River Valley CC Fitness</b>   | Individual free style workout   | Village of SV  | Rec Dept  | 85%   | 60%  | 7,042   |
| <b>Aquatic Centre</b>  | Public swim, swim lessons, lap swim   | Village of SV  | Rec Dept  | 100%  | 0%   | 5,371   |
| <b>Splashpad</b>   | Leisurely play  | Village of SV  | Rec Dept  | 80%   | 20%  | 1,611   |
| <b>Tennis/Pickleball Courts</b>  | Free-style play (not programmed)  | Village of SV  | Rec Dept  | 25%   | 5%   | 150   |
| <b>David Moore Field (Baseball)</b>                                      | Programmed baseball/softball  | SVHS & Village of SV   | Rec Dept  | 60%   | 10%  | 1,500   |
| <b>PA School Soccer Pitch</b>  | Programmed soccer   | PAMS   | Middle School   |   |  | 600   |
| <b>Andover ES Field &amp; Track &amp; Playground</b>                     | Leisurely walking & programmed soccer   | AES & Village of SV  | Elementary School & Rec Dept  | 75%   | 75%  | 12,000  |
| <b>Veteran's Park &amp; ODR</b>  | Programmed special events   | Village of SV  | Rec Dept  | 50%   | 10%  | 6,000   |
| <b>Bandstand</b>   | Programmed events   | Village of SV  | Rec Dept  | 10%   | 10%  | 850   |
| <b>Waterfront and Park</b>   | Picnic, leisure play, and rentals   | Village of SV & NB Power   | Tourism Dept  | 60%   | 25%  | 5,474   |
| <b>Perth Hill Playground</b>   | Programmed and leisure  | Village of SV  | Rec Dept  | 10%   | 5%   | 80  |
| <b>Trailer Park Playground</b>   | Programmed and leisure  | Village of SV  | Rec Dept  | 15%   | 5%   | 160   |
| <b>Aroostook Playground</b>  | Programmed and leisure  | Village of SV  | Rec Dept  | 10%   | 5%   | 100   |
| <b>Community Trails in Carlingford</b>                                   | Mainly leisure, some programming  | Village of SV  | Rec Dept  | 50%   | 10%  | 2,112   |
| <b>Trail System in Town</b>  | Leisure (walk/bike/ATV/snowmobile)  | Dept of Natural Resources  | Village of SV   | 75%   | 25%  | 15,000  |
| <b>Mainstreet Walking Loops</b>  | Leisure   | Village of SV & Dept Natural Resources                                 | Village of SV   | 75%   | 25%  | 7,300   |

## Key Community Organizations

The Village of Southern Victoria has a number of community sport and recreation organizations that maintain sport leagues and programming for people in the community. These organizations provide opportunities for citizens of all ages to get involved in recreation, by utilizing public facilities, outdoor space, and private venues. Organizations like the minor hockey association can draw in sport tourism during tournament events, which has many positive downstream economic impacts on the community. When possible, organizations like these are ideal for Public-Private-Partnerships, (PPP's) where the public sector engages and organizes with private entities to combine the resources of the two parties.

Similar to the larger sport organizations, there are a number of other smaller community groups and clubs that are potential user groups for facilities and programs provided by the Village. Clubs and groups like these will take advantage of meeting spaces, sport fields, community trails, and other amenities. Therefore, promoting membership to such clubs can help increase utilization, and strengthen general community engagement.

6

# Market Analysis



# Market Analysis

To understand the needs and opportunities in the Village of Southern Victoria, we conducted a comparative analysis of similar communities in the region. We studied Tobique Valley, The District of Carleton North, Digby, NS, Three Rivers, and the Tobique First Nations' Reserve. Based on the numerical averages, the Village of Southern Victoria is statistically a very typical community. We also studied some key demographic and market indicators from New Brunswick, to observe the general economic trajectory of the province.

However, it is important to make a note of the municipal reforms that took place in 2023. These reforms reduced the number of local government entities from 340 to 89. The new criterion for municipal entities is that communities should have approximately 4,000 people, or a tax base of \$200 M. These changes are intended to modernize the governance system by improving local government representation, and address redundancies and challenges in the delivery of services and infrastructure.

The locations mentioned above have yet to participate in a federal census, and most have not yet conducted a Municipal Census either. For this reason, we combined the 2021 Federal Census of the amalgamated communities to estimate the demographic data of the newly established communities at present. This method has the potential to be slightly inaccurate but ensures consistency in our comparisons. However while our analysis will only consider the Statistics Canada Census data from previously unamalgamated communities, it is important to note that the entire service population of the Village of Southern Victoria area is potentially much larger than the Village itself at close to 5,500 people.

New Brunswick is the largest and most populous of the three Maritime provinces. It has enjoyed population and employment growth in recent years, making it an economic centre in the region. In 2013, New Brunswick had a population of 758,000 people. A decade later, the population had rose to over 834,000 people (Statista.com). This is an increase of 10%, or 1% year-over-year. Also, approximately half of the population lives in rural areas, which grew alongside the major metropolitan areas during this time. By 2048, the population of New Brunswick is expected to surpass 950,000 people, which would constitute a 12% increase from the current population (Statistics Canada). One possible explanation for the growth rate is interprovincial migration, particularly from places like Ontario, due to the relatively lower cost of housing in New Brunswick. From this, we can expect the demand for recreation facilities and programming to increase in the coming years.

Before the 2013 municipal reforms, unamalgamated communities that would later become the Village of Southern Victoria experienced a 0.9% population decline between 2016 and 2021, but this figure should be interpreted with caution since the boundaries of the communities have changed a lot since then. The Village of Southern Victoria area did not see significant growth or decline over that period.

The gender distribution is a fraction of a percent from the average, with 46.6% of the population being male, and 53.4% of the population being female.

The age distribution is slightly below the average for the younger demographic groups, from 0-19 and 20-39, but makes up for it by having 4% more people proportionally aged 65 and up. This raises the average age to 46.3 years old, which is slightly lower than average but not atypical for a rural population.

The average before-tax income is \$40,221, which is just a few hundred dollars above the average in the region. However, the before-tax household income is slightly higher than the regional average, at \$73,352, but only by about \$3,500. Given that the household size in the Village is 2.23 people and therefore not significantly larger than other communities, this slight increase in household income should not be overstated. We believe that the amalgamation of communities in the Village of Southern Victoria would not significantly change the age or gender distributions, as well as the average income statistics, and we therefore consider these to be reliable figures until a new census is done.

| Demographics<br>(Source Stats<br>Canada 2021 &<br>2016 Census) | Tobique Valley,<br>NB | District of<br>Carleton North,<br>NB | Three Rivers, NB | Digby, NS | Tobique First<br>Nations, NB | Village of<br>Southern<br>Victoria | Average  | VSV Variance<br>from Average |
|--|-----------------------|--------------------------------------|------------------|-----------|------------------------------|------------------------------------|----------|------------------------------|
| Total Area (SQ<br>KM)  | 3.01                  | 20.41                                | 17.18            | 3.15      | 24.98                        | 35.65                              | 17.40    | 18.26                        |
| Population<br>Density (Per<br>SQ KM)                           | 332.90                | 123.52                               | 85.90            | 654.60    | N/A                          | 74.58                              | 254.30   | (179.72)                     |
| Current Census<br>Population<br>(2021)                         | 1,002                 | 2,521                                | 1,476            | 2,001     | 2,500                        | 2,659                              | 2,027    | 633                          |
| Prior Census<br>(2016)   | 1,023                 | 2,637                                | 1,383            | 2,060     | N/A                          | 2682                               | 1,957    | 725                          |
| Population<br>Change (2016<br>to 2021)                         | -21                   | -116                                 | 93               | -59       | N/A                          | -23                                | -25      | 2                            |
| Total Change<br>as a Percent                                   | -2.1%                 | -4.6%                                | 6.6%             | -0.6%     | N/A                          | -0.9%                              | -0.3%    | -0.6%                        |
| Male   | 465                   | 1,210                                | 675              | 905       | N/A                          | 1240                               | 899      | 341                          |
| Female   | 535                   | 1,310                                | 805              | 1,095     | N/A                          | 1419                               | 1,033    | 386                          |
| Percent Male<br>(%)  | 46.4%                 | 48.0%                                | 45.7%            | 45.2%     | N/A                          | 46.6%                              | 46.4%    | 0.2%                         |
| Percent Female<br>(%)  | 53.4%                 | 52.0%                                | 54.5%            | 54.7%     | N/A                          | 53.4%                              | 53.6%    | -0.2%                        |
| 0-19   | 180                   | 490                                  | 355              | 315       | N/A                          | 509                                | 370      | 139                          |
| 20-39  | 145                   | 510                                  | 280              | 370       | N/A                          | 475                                | 356      | 119                          |
| 40-64  | 360                   | 885                                  | 445              | 650       | N/A                          | 891                                | 646      | 245                          |
| 65+  | 325                   | 590                                  | 380              | 666       | N/A                          | 786                                | 549      | 237                          |
| 0-19 (%)   | 18%                   | 19%                                  | 24%              | 16%       | N/A                          | 19%                                | 19%      | 0%                           |
| 20-39 (%)  | 14%                   | 20%                                  | 19%              | 18%       | N/A                          | 18%                                | 18%      | 0%                           |
| 40-64 (%)  | 36%                   | 35%                                  | 30%              | 32%       | N/A                          | 34%                                | 33%      | 0%                           |
| 65+ (%)  | 32%                   | 23%                                  | 26%              | 33%       | N/A                          | 30%                                | 29%      | 1%                           |
| Average Age  | 50.00                 | 45.40                                | 44.10            | 50.20     | N/A                          | 46.29                              | 47.20    | -0.91                        |
| Average<br>Individual<br>Income Before<br>Tax                  | \$35,500              | \$48,300                             | \$43,800         | N/A       | \$35,100                     | \$40,221                           | \$40,584 | (362.86)                     |
| Average<br>Household Size                                      | 2.00                  | 2.13                                 | 2.40             | N/A       | N/A                          | 2.23                               | 2.19     | 0.04                         |
| Average<br>Household<br>Income Before<br>Tax                   | \$60,000              | \$78,733                             | \$82,800         | N/A       | \$54,500                     | \$73,352                           | \$69,877 | 3,475.24                     |
| Visible Minority   | 0                     | 135                                  | 15               | N/A       | N/A                          | 37                                 | 47       | -10                          |
| Not Visible<br>Minority  | 935                   | 748                                  | 1,445            | N/A       | N/A                          | 2,550                              | 1,420    | 1,130                        |



## Market Competitiveness & Similar Marketplaces

As part of our market analysis, we then looked at how other communities we studied compare to the Village of Southern Victoria before the 2023 amalgamation. The most similar community in terms of population size is The District of Carlton, which, like the Village of Southern Victoria, has a population of just over 2,600. Likewise, it is one of the closest areas of comparable land size to the Village, next to the Tobique First Nation, which is still 10 Sq Km smaller.

Three Rivers and the Tobique First Nation are the closest to the Village in terms of population density, with communities like Carlton, Tobique Valley, and Digby, being two, four, and nine times more densely populated, respectively. This means that the Village is particularly sparse compared to other communities, which means that creating and supporting systems of transportation will be invaluable to the success of programs and facilities in the region.

Overall, prior to amalgamation, the Village's population growth appears to trend with most other communities, save for one that experienced consistent growth. Most of these communities experienced a 1 - 5% decrease in population since the 2016 census. The exception was Three Rivers which enjoyed 7% growth rate.

With respect to age distribution, the Village of Southern Victoria is one of the younger communities in our study, with Carlton and Three rivers being the most comparable. However, the average age in all comparable communities is within three years, which means that the Village can look to these other towns for programming ideas.

Interestingly, the Village has slightly lower individual income but higher than average household income than other communities. Its individual income is most like Three Rivers, but its household income is closest to Carleton. From this, it may be beneficial to look to Three Rivers for pricing guidelines for individual programs and fees and look to Carlton for pricing for household or family events.

Below is a table showing the other recreation amenities available in similar communities. The Village of Southern Victoria has more recreational facilities and amenities than other communities. This represents an opportunity to utilize these facilities and outdoor spaces with recreational programs that will draw in members of the community aside from those involved in sport. The Village is one of the only communities with an outdoor rink, and the only community in our study with both outdoor and indoor ice. It also has

more trails and parks than other communities. The Village lacks a dedicated curling centre which is common in other communities, but given curling is declining this may not pose a significant recreation gap. The other standout amenity missing is an indoor aquatic centre but since the Tobique First Nation pool is nearby, investing in this type of amenity may be redundant and might be a long-term goal.

| Community                      | Village of South Victoria   | Tobique Valley  | District of Carlton North  | Tobique First Nation                    | Digby   | Three Rivers  |
|--------------------------------|---|---|--|---|---|---|
| <b>Population</b>              | 2,659   | 1,002   | 2,521  | 2,500                                   | 2,001   | 1,476   |
| <b>Ice Facilities</b>          | River Valley Civic Centre   | Phil Sharkey Memorial Arena Centre                      | North Carleton Civic Centre  | -                                       | Digby Area Recreation Facility  | Petitcodiac Arena   |
| <b>Outdoor Ice Surfaces</b>    | Perth-Andover Outdoor Rink  | -   | -  | Tobique First Nation Outdoor Rink       | -   | -   |
| <b>Fitness Centre</b>          | River Valley Civic Centre   | District of Tobique Valley Fitness Centre               | R.G "Bun" Veysey Active Living Centre  | Tobique Youth Centre                    | Digby Area Recreation Facility  | Fitness Gym   |
| <b>Indoor Pools</b>            | -   | -   | -  | Tobique Youth Centre                    | -   | -   |
| <b>Outdoor Pools</b>           | Perth-Andover Pool  | Plaster Rock Public Pool                                | Florenceville-Bristol Pool, Bath Pool, Centreville Pool  | -                                       | Digby Area Recreation Facility  | Petitcodiac Community Outdoor Pool  |
| <b>Curling</b>                 | -   | Plaster Rock Golf and Curling Club                      | Florenceville-Bristol Curling Club   | -                                       | Digby Area Recreation Facility  | -   |
| <b>Basketball Court</b>        | Perth-Andover Outdoor Courts  | Tobique Valley High School                              | BB & F Place Gymnasium   | Tobique Youth Centre                    | Digby Area Recreation Facility  | Petitcodiac Regional School   |
| <b>Tennis/Pickleball Court</b> | Perth-Andover Twin Outdoor Courts                                       | Plaster Rock Outdoor Courts                             | R.G "Bun" Veysey Active Living Centre  | Tobique Youth Centre                    | Digby Area Recreation Facility, Digby Regional High School                    | Petitcodiac Pool Outdoor Courts   |
| <b>Baseball Fields</b>         | David M Moore Field   | Plaster Rock Softball Field, Tobique Valley High School | Bobby Rodgers Field, Bristol Elementary School Field, North Carlton Civic Centre Field               | Mah-Sos School, New Street Ball Diamond | Don Brown Memorial Ballfield  | Petitcodiac Baseball Field  |
| <b>Soccer Fields</b>           | Perth-Andover Elementary School Field,                                  | Village of SV   | Rec Dept   | 10%                                     | 10%   | 850   |
| <b>Volleyball Courts</b>       | Middle School Field   | Tobique Valley High School                              | Florenceville Middle School,   | Mah-Sos School                          | Digby Elementary School, Digby Regional High School                           | Petitcodiac Regional School   |
| <b>Walking Trails</b>          | The Great Trail, New Brunswick Trail, Perth-Andover Community Trail     | Sadlers Nature Trail                                    | Shiktehawk Walking Trail, Shogomoc Trails  | Tobique River Run Trail                 | Digby Pines Trail, Admirals Walk  | Mapleton Acadian Forest Trail   |
| <b>Parks</b>                   | Waterfront Park, Community Bandstand, Veterans Field Park and Pavillion | The Healing Garden, Plaster Rock Tourist Park           | Riverside Park, Victory Park, Sam's Place Park, Bristol Community Park, Florenceville Community Park | Sunset Beach                            | Digby and Area Community Gardens, Digby Skatepark, Fisherman's Memorial Park, | Maple Street Park, Veterans Memorial Park, Community Garden, Elgin Eco Park |
| <b>Golf</b>                    | Aroostook Valley Country Club   | Plaster Rock Golf and Curling Club                      | -  | -                                       | Pines Resort Hotel Golf Club, Digby Pines Golf Resort and Spa                 | Petitcodiac Valey Golf and Country Club                                     |

The table below compares the Village of Southern Victoria to larger communities in the maritime area. It shows that the Village already has all the key recreational amenities available.

Interestingly, some communities, only slightly larger than the Village, have multiple arenas, baseball fields, basketball courts, and more. This indicates that the Village may not need significant growth before considering expansion of its amenities.

The priority for expanding amenities should be based on the popularity and health of each sport locally, as well as the condition and lifecycle of the current facilities. Additionally, it suggests that investments should focus on maintaining and enhancing unique amenities that the Village has, such as the outdoor rink and pool, to avoid the need for multiple similar facilities that other communities have not yet developed.

| Town                           | Village of South Victoria   | Montague, PEI                   | St. Stephen, NB   | Antigonish, NS  | Kensington, PEI                    | Sussex, NB  | Woodstock, NB   |
|--------------------------------|---|---------------------------------|---|---|------------------------------------|---|---|
| <b>Population</b>              | 1,887   | 6,011                           | 4,510   | 4,656   | 1,812                              | 4,440   | 5,553   |
| <b>Ice Facilities</b>          | River Valley Civic Centre   | Cavendish Farms Wellness Centre | Garcelon Civic Centre   | Antigonish Community Centre, Antigonish Arena   | Credit Union Place                 | 8th Hussars Sports Centre   | Civic Centre Arena, AYR Motor Centre  |
| <b>Outdoor Ice Surfaces</b>    | Perth-Andover Outdoor Rink  | —                               | —   | —   | —                                  | —   | Bobby Vail Community Outdoor Rink   |
| <b>Fitness Centre</b>          | River Valley Civic Centre   | Cavendish Farms Wellness Centre | Garcelon Civic Centre   | Antigonish Alumni Aquatic Centre  | Credit Union Place                 | Nutrien Civic Centre  | AYR Motor Centre  |
| <b>Indoor Pools</b>            | —   | —                               | Garcelon Civic Centre   | Antigonish Alumni Aquatic Centre  | —                                  | Nutrien Civic Centre  | AYR Motor Centre, Southside Aquatic Centre  |
| <b>Outdoor Pools</b>           | Perth-Andover Pool  | —                               | —   | —   | Kensington EVK Memorial Pool       | —   | —   |
| <b>Curling</b>                 | —   | Montague Curling Club           | —   | —   | —                                  | Sussex Golf and Curling Club  | Woodstock Golf and Curling Park   |
| <b>Basketball Court</b>        | Perth-Andover Outdoor Courts  | Montague Public School          | Royal Canadian Legion Field, Milltown Basketball Court                          | Oland Centre  | —                                  | Hans Lammens Tennis Centre  | AYR Motor Centre  |
| <b>Tennis/Pickleball Court</b> | Perth-Andover Twin Outdoor Courts                                       | —                               | Memorial Park Tennis Courts   | Oland Centre  | —                                  | Hans Lammens Tennis Centre  | —   |
| <b>Baseball Fields</b>         | David M Moore Field   | —                               | Royal Canadian Legion Field   | The Sandlot 1 & 2, Credit Union Ball Field,   | —                                  | Eagles Field,   | Petitcodiac Baseball Field  |
| <b>Soccer Fields</b>           | Perth-Andover Elementary School Field,                                  | Village of SV                   | Rec Dept  | 10%   | 10%                                | 850   | 850   |
| <b>Volleyball Courts</b>       | Middle School Field   | Montague Public School          | Royal Canadian Legion Field   | Antigonish Alumni Aquatic Centre, Columbus Field, Central Turf Field, St. FX Athletic Field, St. Andrew Junior High | —                                  | —   | Cowan Park Sportsplex, Woodstock High School Fields                               |
| <b>Walking Trails</b>          | —   | —                               | —   | Braemore Avenue Beach Volleyball Courts   | —                                  | —   | Connell Park Volleyball Courts  |
| <b>Parks</b>                   | Waterfront Park, Community Bandstand, Veterans Field Park and Pavillion | Montague Waterfront Park        | Downtown Chocolate Park, Ganong Nature Park, Elm Street Park, Kiwanis Skatepark | Antigonish Highland Games Facilities  | John Hogg Kensington Public Forest | Pleasant Valley Park, Sullivan Park, O'Connell Park, Sussex Skatepark | Argyle Park, Broadview Park, Cedar Creek Park Trails, Cottle Park, Sudsworth Park |
| <b>Golf</b>                    | Aroostook Valley Country Club   | —                               | —   | Antigonish Golf and Country Club  | —                                  | Sussex Golf and Curling Club  | Woodstock Golf and Curling Park   |

## Recreation Programming:

Listed below are the recreation programs and events offered in the Village of Southern Victoria and other communities. Every community has unique programs and opportunities based on the passions of community members and the recreational amenities available. The Village already has a robust set of recreational programs, but even more potential programs can be seen looking to other communities. For instance, sport nights or leagues specifically for women have proven to be successful recreational programs. Tobique First Nation offers frequent cooking classes and baking nights at their youth centre, alongside weekly craft making events. In the summer, Tobique valley holds nighttime golf and stargazing events at their golf course, and archery lessons. These are just a few of the possibilities that the Village could consider adopting:

### Village of South Victoria

- Free Public Swimming
- Free Public Skating
- 50+ Shinny
- Gentlemen's Pick-up Shinny
- Senior Skating
- Western Valley Friendship Games
- In Motion Parks and Trails Day
- Senior Harvest Social
- Summer BBQ
- Christmas Dinner
- School Street Music
- Wednesday Evening Fiddlers
- Summer Day Camps
- Summer Activity Nights
- Bass Fishing Tournament
- Bike Rodeo
- Tuff Muck Challenge
- Summer Family Fun Day
- Winter Freeze Fest
- Western Valley In-Motion Games
- Canada Day Celebrations
- The Dam Run
- Fitness/Yoga Classes
- Hullabaloo Festival
- Seniors Fitness Classes
- Free Movie Night
- Women's Day Events
- Side by Side Program
- Giant Garage Sales
- Santa Run
- Gathering of the Scots Festival
- PALS Events and Programming

### Tobique Valley

- Western Valley Regional Games
- Weight Loss and Fitness Program
- Snowshoe and Kick Sled Rentals
- Night Golf
- Art/Craft Sessions
- Archery Courses
- Swimming Lessons
- Movie Nights
- Bingo Night
- Public Skating
- Senior Skating
- Parent & Tot Skating
- After School Skating
- Gentlemen's/Ladies Hockey League
- Seniors Yoga
- Free youth Swimming
- District of Tobique Valley Bike Rodeo
- Canada Day Celebrations

## Digby

- Kids in Motion Afterschool Day Camp
- This Girl Can Afterschool Day Camp
- Snowshoe/Skate/Ski Loans
- Seniors Bingo and Lunch
- Summer Day Camps
- Open Community Gymnasia
- Fitness/Yoga Classes
- Girls on Boards Paddleboarding Class

### District of Carlton North

- Adult/Family/Parent & Tot Skate
- Drop-In Pickleball, Badminton, Basketball, Table Tennis, Badminton
- Tiny Tumblers
- Tot/Child Gymnastics Programs
- Western Valley Games
- Swimming Lessons
- "Learn to Play" Sports Days
- Summer Day Camp
- Skating Lessons
- Western Valley Senior Games
- Ladies Night Pickleball
- Sliding Tube/Toboggan Rentals
- NHL Legends Game

### Tobique First Nation

- Art/Craft Days
- Summer Day Camp
- Winter Ski Trip
- Youth Drum Group
- Drop-In Basketball Night
- Open Gymnasium Night
- Family Day Event
- Family Ice Fishing Event
- Valentines Day Family Dinner
- Dance Night
- Baking/Cooking Nights
- After School Sport Programs
- Christmas Movie Night
- Adult/Youth Volleyball

# Trends in Recreation, Programming, & Community Participation

## Climate Change

In Canada, the cherished tradition of lacing up skates on a chilly winter day at the outdoor rink is a rite of passage for generations. As recreational leaders, we must acknowledge the effects of climate change on our recreational activities. Canada boasts approximately 5,000 community outdoor rinks (ODR), not accounting for the ponds, rivers, and backyard setups that many have traditionally utilized. As climate change influences our participation in sports, it is essential to contemplate what the future of outdoor recreation may entail over the next 50 years and to direct investments toward climate-resilient opportunities. A prime example of the need for innovative thinking is the outdoor rink. In Canada, we typically experience at least ten to fifteen consecutive days of weather below -10 degrees Celsius, yet we need a minimum of three consecutive days at 15 degrees Celsius to establish an outdoor ice surface. Research by Damyanov, Matthews, and Mysak indicates that between 1951 and 2005, regions across the country have seen a 20-30% reduction in the duration of the skating season over the last 50 years. As recreational leaders, we must address the impacts of climate change on the current landscape of recreation.

Here are some trends and suggestions to consider:

## Energy Efficiency and Use

The popularity of solar and alternative energy systems has surged, thanks to various grant and rebate programs. With many recreational facilities featuring large roof structures, there is an opportunity to explore solar projects that can support sustainability initiatives while lowering operating costs. Energy monitoring systems that promote energy efficiency could offer substantial financial advantages, as they help maintain optimal energy consumption and aid in preventative maintenance by monitoring building systems for mechanical failures. Additionally, energy capture and reuse programs have gained traction.

## Alternative Transit

With advancements in e-bike technology and affordability, integrating cycling and e-bike experiences into active transportation plans presents a crucial opportunity to reduce transit expenses, promote active living, and enhance community trail infrastructure.

## Emergency Preparedness

The Village of Southern Victoria has a rich history of dealing with emergencies and prioritizing preparedness. As the frequency and intensity of natural disasters rise, communities must incorporate emergency preparedness into their planning activities. This includes integrating emergency response systems such as generators, food and medical supplies, lighting, and bedding into the development of new recreational spaces. Utilizing parks and green spaces in high flood-risk areas and employing removable infrastructure is a

standard best practice in Southern Victoria. Additionally, it is becoming common to adjust activity schedules to avoid peak heat times for outdoor facilities, ensuring adequate shade, water access, and cool spaces. Furthermore, developing climate-resilient outdoor recreational programs, such as snowmaking and synthetic ice, is increasingly recognized as a best practice.

## The Workplace

Since the global pandemic, the traditional workplace has undergone significant changes, leading to increased flexibility for remote work, fewer scheduled in-office hours, and a growing demand for employer adaptability from the workforce. This evolving dynamic has opened opportunities for recreational and sports programming during non-traditional peak times, along with shifting employee expectations regarding benefits. Access to recreational and sports opportunities is now more frequently included in employer benefits packages, presenting a new market for utilization, passes, and facility access.

Here are some trends and suggestions to consider:

## Workforce Development and Staff Wellbeing

For large or mid-sized employers, consider creating specialized pricing packages for facility passes and fitness access. Once these options are established, specialized pricing can be offered to employers for inclusion in their employee benefit packages. This approach not only promotes local recreational sustainability but also provides employers with a competitive edge in recruitment while enhancing employee health and wellbeing.

## Mental and Physical Health as Support Mechanisms

With the increasing awareness of mental and physical health within Human Resources departments, there is a clear link between wellbeing, productivity, and reduced absenteeism. This heightened understanding of healthy lifestyles creates an expanding market opportunity for revenue within municipal recreation.

## The Four-Day Work Week

As organizations adopt less traditional working hours, the concept of a four-day work week often broadens the market for event hosting and recreational offerings. Consider expanding programming to accommodate these changing workplace dynamics, providing opportunities for those on a four-day work week to engage in recreational activities. This strategy will enhance prime-time utilization, increase revenue, and boost community participation.

## Recreational Program Trends

The following outlines key recreational marketplace trends in North America that the Village of Southern Victoria should consider for future planning.

Walking has decreased by an average of 36% since 2019. This decline is largely attributed to reduced walking as a mode of transportation, influenced by changing workplace dynamics. To encourage walking, it is essential to maintain safe, well-

lit paths and trails with engaging storytelling elements, activation points, and rest areas to enhance participant involvement.

The popularity of pickleball is skyrocketing. By January 2025, it is projected that 1.54 M Canadians will participate in pickleball (Pickleball Canada), reflecting a 57% increase in sport participation over the last three years. As an engaging, social, and cost-effective sport suitable for all ages, communities should embrace pickleball's growth and plan for its expansion. However, noise concerns are arising, with many communities establishing new minimum distance regulations from residential areas (600 Ft minimum or under 47 decibels). Consider the implications of noise as pickleball continues to grow.

Cricket is on the rise. The Southeast Asian population is driving demand for more playing opportunities. With an estimated 5 M active cricket fans in Canada and 39,000 registered players participating in 5,500 annual matches, communities must integrate cricket into their recreational offerings. Unique construction and maintenance considerations for cricket pitches require careful planning.

Community gatherings are trending. Since the impacts of COVID-19, there has been a resurgence in community enthusiasm for coming together and celebrating. Opportunities like family engagement nights, seasonal events, fitness programs, holiday karaoke, entertainment, games for "kidults," and partnerships with library programming are in high demand. With rising living costs and travel expenses, low-cost or free activities that unite families and peer groups are increasingly popular.

Dog ownership has surged, with 45% more dogs in households since the pandemic. Many people now consider their pets as family members, with 85% of dog owners viewing their dogs as such. Dog parks are the fastest-growing type of park in North America, prompting communities to create recreational opportunities that welcome all family members, including four-legged ones.

There is high demand for lifeguard's post-pandemic. Staffing challenges for aquatic facilities have intensified, coinciding with increased use of indoor and outdoor community pools. Climate change, leading to higher temperatures and extended outdoor swimming seasons, has resulted in record numbers of aquatic users. Communities must strategize on the training, hiring, and retaining of lifeguards to meet growing demand, which may lead to increased labor costs and staffing hurdles. Each community needs to develop unique recruitment strategies for lifeguards to ensure operational needs are met, possibly requiring multi-year succession planning.

Baby boomers are seeking recreational opportunities. Low-impact, high-engagement activities are gaining traction. Innovative sports such as walking soccer and short mat bowling are excellent examples of meeting this demand. Communities should explore additional ways to involve baby boomers in recreational participation.

Arts programming is thriving, particularly for young artists and youth initiatives.

The rising popularity of padel, which may soon rival pickleball in Canada. Padel facilities should be included in short-term facility planning across Canadian communities.

## Technology

Virtual tours, interactive maps, mobile connectivity, and the ability to experience journeys in a digital space will help consumers make informed decisions. Communities should evaluate their digital presence and ensure that recreational offerings are aligned with modern marketing and engagement strategies.

The ability to participate from home while connecting with in-person classes has grown significantly. Fitness facilities now commonly offer both in-person and online participation, making it crucial that both experiences are equally engaging. Consider how your physical recreation spaces can connect with individuals seeking online engagement.

Augmented reality experiences are becoming increasingly popular in the recreational sector.

Esports and eGaming are projected to continue their growth, and engaging the next generation in community spaces may rely heavily on embracing these opportunities.

## The Playground for All

Playgrounds should not just be places to play; they should serve as inclusive areas where everyone can participate, learn, and explore. It is vital to develop playgrounds that are engaging for individuals of all abilities and ages. Emphasize sustainability by using eco-friendly materials and incorporating elements that promote adventure and nature play, fostering a deeper connection with the environment.

## Connections to Food

Community gardens, farmers' markets, and transparency about food sourcing have seen a rise in demand and popularity. Explore opportunities to support local food, agriculture, and gardening initiatives.

Repurposing old spaces for creative new uses has become a sustainable and cost-effective solution for recreation and community gathering areas. As abandoned or derelict buildings become available, consider the advantages and opportunities associated with repurposing them for recreational and community services.

## Creating Instagram Worthy Moments

Social media displays for capturing pictures, storytelling, and engagement have become standard. Consider investing in unique, local, and authentic experiences that allow social media enthusiasts to connect with your community and share its story. This approach is both cost-effective and impactful, linking your brand with a global audience.

Hiring local photographers to document and share your community's story is a highly effective way to engage potential customers. They can help with brand storytelling, capture special moments, and visually communicate with the public. With an estimated 92 M selfies taken every day worldwide, developing visually appealing opportunities will ensure your brand is well positioned. Leveraging visual storytelling through individual and influencer social media can yield significant marketing benefits for any organization.

# Business Analysis

Sport participation provides many benefits to the community. Most obviously, engaging in physical activity helps create better health outcomes for citizens, improving quality of life and reducing the burden on the health care system. Sport participation also helps increase economic activity in the community, not just from equipment purchases or facility rentals, but also from increased tourist traffic from tournaments and non-local teams. Sports can even reduce youth crime rates, by giving youths something productive to put their time and energy into.

According to the Canadian Fitness and Lifestyle Research Institute, approximately 68% of Canadian children and youth aged 5-17 participated in sports in 2022. This represents a substantial recovery from the drop in participation seen during the Covid-19 pandemic, where only 44% of children played sports in 2021.

Over time soccer has become a staple in the New Brunswick sports and recreation scene. According to Soccer New Brunswick, soccer participation has grown over 500% over the last ten years and has overtaken hockey as the most played sport in the province.

Hockey has seen a moderate decline in recent years. In 2010, there were nearly 550,000 youths under 18 years old registered in hockey. In 2023, there were only 360,000 youths participating in the sport, which constitutes a 35% drop. (Source: CBC) This is attributed to rising equipment costs, which other sports like basketball and soccer are not as harshly affected by.

Basketball, like soccer, has experienced steady growth over the past decade. According to the Canadian Fitness and Lifestyle Research Institute's 2019 survey, between 2010 and 2019 basketball participation increased by 25%. They attribute this growth to increasing media exposure over time, and the increasing success of Canadians in international basketball, and grassroots community programs that invest in basketball infrastructure, in concert with private basketball organizations to support growing demand.

According to Swim Canada, the number of registered competitive swimmers in New Brunswick rose by 10% from 2010 to 2020. Nationally, competitive swimming has risen a substantial 38% over the same period. While the New Brunswick swimming scene is not growing as rapidly, it is still experiencing consistent growth. Also, recreational swimming is one of the most popular recreation activities in Canada, since it can be enjoyed at any time, without the need to organize teams, or learn a particular game.

7

# Action Plan



## Recommended Action Items

The project team had the opportunity to host a strategic planning session with key leaders within the community, host engagement sessions with the public and key stakeholders, evaluate the results of a public engagement process, tour and review operations and facility conditions of core recreational assets, and speak with key recreational staff. With a strong assembly of information from a variety of feedback forums and in accordance with the project scope the following section assembles actionable objectives that can be used

by the Village administration to support improvement and enhancement to the current service offering. The evaluation of each recommended action item has been structured to focus on core and context initiatives structured in the earlier strategic overview, the establishment of timelines for priority setting, an evaluation of effort based on hours required to complete the task, and financial investment required to achieve change.

### Strategic Evaluation Overview:

#### Strategic Priority Evaluation

|                  |   |
|------------------|---|
| Core Activity    | A Core Activity is defined as an initiative that supports the positive outcome and delivery of Mission, Vision, and Values. Core Activities meaningfully differentiate recreation in the Town of Southern Victoria and help achieve the overarching strategic mandate. Core activities should become a priority, and internal or external capacity should be secured to achieve a positive outcome and advance the initiative. Consider the Core Activities the Must Have and Must be Done activities.          |
| Context Activity | Context Activities are important to achieving the Mission, Vision, and Values of the Town of Southern Victoria, however, may not directly impact the end user or differentiate the service offerings in the perspective of the customer. If capacity exists, partnerships can be formed these items should be advanced with a cautious investment of time and resources. Context Activities are the Nice to Have and if staff, financial, and partnership opportunities exist these items should be progressed. |

### Timeline Evaluation Overview:

Timeline Evaluation is evaluated in months and outlines the timeline that should be considered when preparing to address the recommended action item.

|                        |   |
|------------------------|---|
| Continuous Improvement | Continuous Improvement classifications suggest that these items should be a point of constant reflection, performance monitoring, and evaluation. Continuous Improvement items should be foundations to operations and service delivery, they should be monitored, measured, and regularly discussed and evaluated. Improvement should be a constant goal and target.   |
| Short Term             | Short Term items are considered within a timeframe of 0-24 months. Meaning that these items should be considered immediate priorities as there are immediate or emergent issues that should be addressed.   |
| Mid Term               | Mid Term items are considered within a timeframe of 25-48 Months and within the overall planning system should be identified as work needed to be done and capacity and resource should be dedicated to these outcomes within the desired timeframe. Addressing these items within a Mid Term timeline will prevent these items from becoming emergent issues needing immediate attention.                          |
| Long Term              | Long Term items are considered within a timeframe of 49+ months and in most instances will require considerable planning and coordination. Often strategic priorities these items will require a longer timeline for improvement and advancement. The earlier progress can be achieved on these items the greater the ability to displace financial and staff resources over a prolonged period of time will occur. |

## Effort Evaluation Overview:

Effort Investment is evaluated on the number of staff hours that may be required to advance the action item and the requirement of staffing time and energy that should be considered in advance of progressing the initiative. Effort evaluation is intended to support resource planning and consideration. As the effort score increases, advancing the priority will likely require external partner collaboration and working with a diversified project and stakeholder group.

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|                            |   |
|----------------------------|---|
| Low Effort Investment      | Continuous Improvement classifications suggest that these items should be a point of constant reflection, performance monitoring, and evaluation. Continuous Improvement items should be foundations to operations and service delivery, they should be monitored, measured, and regularly discussed and evaluated. Improvement should be a constant goal and target. |
| Moderate Effort Investment | Low effort priorities should require between 1-200 hours of dedicated staffing resources to positively advance the item. Depending on the staffing levels required this may directly impact the financial resources required. If internal resources are not available this time commitment may require short term staffing or contract support.                       |
| High Effort Investment     | Moderate effort priorities should require between 201-500 hours of dedicated staffing resources to positively advance the item. Depending on the staffing levels required this may directly impact the financial resources required. If internal resources are not available this time commitment may require short term staffing or contract support.                |

## Financial Investment Overview:

Financial Investment is an evaluation of the financial investment in staffing, project costs, capital investment, facility space, or maintenance expense that may be required to advance the desired action item. These items should be planned as priorities within the annual operating budget and funding should be allocated in collaboration and prioritisation of other civic financial demands.

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|                                     |   |
|-------------------------------------|---|
| Low Financial Investment            | Continuous Improvement classifications suggest that these items should be a point of constant reflection, performance monitoring, and evaluation. Continuous Improvement items should be foundations to operations and service delivery, they should be monitored, measured, and regularly discussed and evaluated. Improvement should be a constant goal and target. |
| Moderate Financial Investment       | Low Financial Investment should require a total project budget of between (\$1-\$10,000) to complete the project scope and positively advance the desired action item.  |
| High Financial Investment<br>(7-10) | High Financial Investment should require a total project budget of between (\$25,000+) to complete the project scope and positively advance the desired action item. As the financial commitment at this level become more material it may require a multi-year planning commitment to achieve the outcome based on funds available.                                  |

Each recommended action has been summarized within the summary table and a detailed overview of the recommendation can be found within this section of the report. It should be noted that one of the major challenges facing the recreation team at the Village of Southern Victoria at this time is capacity, as such it is recommended that any action specific to the following recommendations be considered within the greater context of regular operational requirements.

Advancing many of these recommendations will require focused leadership and staffing resources, as such, it is recommended that the Village administration team consider the ability to advance these recommendations internally while considering temporary support or contract support to achieve the desired progress and advancement.

Many of the recommendations will require oversight from leadership within the Village administration but may be supported by temporary or part time staffing support or contract work. There will additionally be the requirements for dedicated financial resources that should be budgeted within an annual operating budget or considered over a multi-year

plan. Staffing capacity and financial availability will be the ultimate driving decision behind any action item advancing.

It should be stressed once again that the project team recognized the remarkable dedication to the community from the Village recreation team and the openness and desire to strive for continuous improvement and community quality of life. The following recommendations are in accordance with the project scope and should be considered an opportunity to enhance current service offerings and not reflect shortcomings in performance.

The staff at the Village of Southern Victoria are some of the most dedicated and loyal employees in the industry and should be recognized for their remarkable results and performance with a small team. The Village of Southern Victoria manages and delivers a vast program offering and complex facility portfolio, far beyond what would be considered best practice for a community of the current size. With the highest degree of respect for the current work being performed, the following outlines some actions that should be considered to augment performance and enhance the community experience.

# Summary Table of Recommended Action Items

## Village of Southern Victoria

### Recommendations - Strategy

|  |               |                              | Evaluation Score   | Evaluation Score        | Evaluation Score     |   |
|--|---------------|------------------------------|--|-------------------------|----------------------|---|
|  |               |                              | Long Term (49+ Mths)   | Low (1-200 Hours)       | Low (\$1-\$10K)      |   |
|  |               |                              | Mid Term (25-48 Mth)   | Moderate (201-1500 Hrs) | Moderate (\$10-25K)  |   |
|  |               |                              | Short Term (0-24 Mth)  | High (1500+ Hours)      | High (\$25K+)        |   |
|  |               |                              | Continuous Improvement   | 0-10                    | 0-10                 |   |
| Strategy Type                          | Category      | Recommendation & Description | Time Investment  | Effort Investment       | Financial Investment |   |
| <b>Capital Asset - Strategy/Action</b> |               |                              |  |                         |                      |   |
| 1                                      | Capital Asset | Strategy                     | Replacement, Modernization, and Future Asset Development Strategy.<br><br>Many facilities are mid to late stages of useful life. Build a long term replacement strategy, that includes siting, concept sizing, and capital investment needs to support decision making and planning.   | Continuous Improvement  | 8                    | 7 |
| 2                                      | Capital Asset | Strategy                     | With the rapid growth of Pickleball consider indoor opportunities for court spaces and expanded use that does not negatively impact current user groups.<br><br>Pickleball is one of the fastest growing sports in Canada, with local and regional growth it introduces a new indoor sport need that competes with existing users. Build a plan to manage future growth. | Short Term (0-24 Mth)   | 8                    | 5 |
| 3                                      | Capital Asset | Strategy                     | Develop a phasing out strategy to align with active node development and clustering opportunities.<br><br>With a number of aged assets currently in the portfolio, develop a phase-out/replacement strategy for end of life amenities and equipment. Focus your attention on clustered spaces, centralized locations, and activity nodes.                                | Short Term (0-24 Mth)   | 5                    | 5 |
| 4                                      | Capital Asset | Strategy                     | Repurposing aged assets, buildings, and spaces for expanded recreation capacity improvement.<br><br>Like any community there are often old buildings, abandoned buildings, or tax recovery spaces that may be used for alternative space. Consider the opportunity for recreation to reimagine vacant buildings and expand indoor space offerings.                       | Long Term (49+ Mths)    | 8                    | 8 |
| <b>Programs - Strategy/Action</b>      |               |                              |  |                         |                      |   |
| 5                                      | Programs      | Strategy                     | Leverage Recreational Activities to enhance commercial business impact<br><br>Recreational and event hosting brings new visitors to the community, sport tourism is a great opportunity. Use visiting guests to support local business, connect people, make it easy.  | Continuous Improvement  | 7                    | 5 |

| Evaluation Score       | Evaluation Score        | Evaluation Score    |
|------------------------|-------------------------|---------------------|
| Long Term (49+ Mths)   | Low (1-200 Hours)       | Low (\$1-\$10K)     |
| Mid Term (25-48 Mth)   | Moderate (201-1500 Hrs) | Moderate (\$10-25K) |
| Short Term (0-24 Mth)  | High (1500+ Hours)      | High (\$25K+)       |
| Continuous Improvement | 0-10                    | 0-10                |

| Strategy Type | Category | Recommendation & Description | Time Investment  | Effort Investment      | Financial Investment |   |
|---------------|----------|------------------------------|--|------------------------|----------------------|---|
| 6             | Programs | Strategy                     | Youth enrollment is declining and changing, develop a strategy for growth<br><br>Develop active strategies for improved enrollment and registrations   | Long Term (49+ Mths)   | 7                    | 5 |
| 7             | Programs | Action                       | Sport Association Incubation and Development Strategy<br><br>In the absence of sport associations the village takes a leadership role, this impacts core services. Develop a strategy to incubate and support growth of core recreation and sport agencies locally. Specifically baseball and soccer.  | Continuous Improvement | 8                    | 5 |
| 8             | Programs | Action                       | Develop a process to evaluate scope of work for current and future opportunities. Focus on Core services and Context opportunities. Limit non essential work.<br><br>The Village recreation staff is small and passionate. This may create the desire to allow scope of work to creep into non-essential or non-impactful projects, evaluate every opportunity for capacity. Explore partnerships whenever possible. | Continuous Improvement | 7                    | 3 |
| 9             | Programs | Action                       | Community Sport Registration Day<br><br>With struggling enrolment and participation in some sport, consider hosting an annual community registration night, make it free, invite everyone, and make it a fun community night that supports enrolment growth. Consider a sports registration 'App' that allows digital registration, scheduling and communications with users.  | Short Term (0-24 Mth)  | 5                    | 3 |
| 10            | Programs | Action                       | Create a community sport equipment exchange to support affordability.<br><br>Many associations have financial support services for those that registration is a barrier but cost of equipment can also be a barrier, consider developing an equipment exchange where people can pay it forward.  | Short Term (0-24 Mth)  | 5                    | 3 |
| 11            | Programs | Action                       | Consider the development of monthly or quarterly Key Performance Indicators or Performance Dashboards for Recreation. Plan to share results publicly.<br><br>Consider the development of 10-15 key dashboards that highlight the utilization, programing and impact of recreation and sport. Report on these results at scheduled milestones for transparency and performance monitoring.                            | Short Term (0-24 Mth)  | 5                    | 3 |

| Evaluation Score       | Evaluation Score        | Evaluation Score    |
|------------------------|-------------------------|---------------------|
| Long Term (49+ Mths)   | Low (1-200 Hours)       | Low (\$1-\$10K)     |
| Mid Term (25-48 Mth)   | Moderate (201-1500 Hrs) | Moderate (\$10-25K) |
| Short Term (0-24 Mth)  | High (1500+ Hours)      | High (\$25K+)       |
| Continuous Improvement | 0-10                    | 0-10                |

| Strategy Type | Category              | Recommendation & Description | Time Investment   | Effort Investment     | Financial Investment |   |
|---------------|-----------------------|------------------------------|---|-----------------------|----------------------|---|
| 12            | Programs & Facilities | Action                       | Benchmark Utilization Targets for Bookings and Visits.<br>Develop targets for utilization for key recreation, parks and trail amenities. Consider a counting system, set targets and measure performance. | Short Term (0-24 Mth) | 5                    | 5 |

**Facilities - Strategy/Action**

|    |            |          |   |                        |   |   |
|----|------------|----------|---|------------------------|---|---|
| 13 | Facilities | Strategy | Improved external lighting and safety enhancements for parking spaces and surrounding existing facilities.<br>Safety is a critical element of participation, currently people feel there is a need to improve lighting and safety in recreational spaces. Develop a safety and lighting enhancement plan.                                   | Short Term (0-24 Mth)  | 7 | 7 |
| 14 | Facilities | Strategy | Recreational Development Standards for current and future spaces.<br>Currently there is a lack in consistency with recreational space development, equipment is often singular, lines and painting is not a standard, and developing a baseline standard will help strategic success and operational experience.                            | Mid Term (25-48 Mth)   | 8 | 9 |
| 15 | Facilities | Strategy | Negotiate needed School Access Agreements.<br>Dependent upon school access there are barriers, strike an agreement to maximize access and affordability, align on scheduling.   | Mid Term (25-48 Mth)   | 8 | 5 |
| 16 | Facilities | Action   | Maintenance, field of play preparation, and accessibility. Pre-activation and utilization logs and checks.<br>Feedback suggested the opportunity to improve facility conditions in advance of rentals. Develop a pre-activation checklist to document surface of play and facility conditions to ensure optimal state and internal records. | Continuous Improvement | 5 | 5 |
| 17 | Facilities | Action   | Focus on Hours of Operation and Expanding Access to the Public.<br>Feedback was received that recreational opportunities are not always available at optimal timing for public participation. Explore the expansion of access while minimizing additional overhead impact.  | Continuous Improvement | 6 | 4 |
| 18 | Facilities | Action   | Benchmark Utility Use and Consumption Targets.<br>With a unique energy ownership model, track energy use, measure performance, and improve and tell your sustainability story!  | Short Term (0-24 Mth)  | 4 | 4 |

| Evaluation Score       | Evaluation Score        | Evaluation Score    |
|------------------------|-------------------------|---------------------|
| Long Term (49+ Mths)   | Low (1-200 Hours)       | Low (\$1-\$10K)     |
| Mid Term (25-48 Mth)   | Moderate (201-1500 Hrs) | Moderate (\$10-25K) |
| Short Term (0-24 Mth)  | High (1500+ Hours)      | High (\$25K+)       |
| Continuous Improvement | 0-10                    | 0-10                |

| Strategy Type                       | Category              | Recommendation & Description | Time Investment   | Effort Investment      | Financial Investment |   |
|-------------------------------------|-----------------------|------------------------------|---|------------------------|----------------------|---|
| 19                                  | Facilities            | Action                       | Benchmark Facility Cost Data and Cost Recovery Targets.<br><br>Set a clear standard for annual cost per facility, or cost recovery, or earnings. Measure to the target, and be clear and transparent with the results.  | Short Term (0-24 Mth)  | 4                    | 3 |
| 20                                  | Facilities            | Action                       | Expand the Current Trails System to Connect Key Activity Nodes.<br><br>The Village has done strong work in clustering amenities, there is a need to connect these clusters or nodes with your existing trail system. Build a plan.  | Mid Term (25-48 Mth)   | 6                    | 8 |
| 21                                  | Facilities            | Action                       | Finalize a Trail Development Standard for Paved and Unpaved - Vehicular and Non-Vehicular. Include safety, maintenance and cleanliness.<br><br>Currently there is a variety in trail base finish, develop a clear strategy and standard, implement over time. Coonsider vehicular and non-vehicular trails. Consider users safety, cleanliness and maintenance of the trail systems.    | Mid Term (25-48 Mth)   | 7                    | 7 |
| 22                                  | Facilities            | Action                       | Accessibility Audit and Long Term Standard.<br><br>The facility review highlighted some shortcomings in accessibility and inclusivity, much of this is building age and design. Build a plan to ensure Town spaces are accessible to everyone.  | Mid Term (25-48 Mth)   | 6                    | 7 |
| 23                                  | Facilities & Programs | Action                       | Standard Operating Procedures Update and Scheduled Audits.<br><br>Recreational SOPs are in need of a look under the hood, review, update, modernize and follow. Audit performance regularly.  | Short Term (0-24 Mth)  | 7                    | 5 |
| <b>Operations - Strategy/Action</b> |                       |                              |   |                        |                      |   |
| 24                                  | Operations            | Action                       | Tojqique First Nation engagement and participation in recreational alignment, promote reconciliation, and advance the "Calls to Action".<br><br>The Truth and Reconciliation Commission of Canada Calls to Action 87-91 outline the opportunity through sport. Advance these calls to action, engage collaboratively with Tobique First Nation on a fully inclusive recreational space. | Continuous Improvement | 5                    | 5 |

| Evaluation Score       | Evaluation Score        | Evaluation Score    |
|------------------------|-------------------------|---------------------|
| Long Term (49+ Mths)   | Low (1-200 Hours)       | Low (\$1-\$10K)     |
| Mid Term (25-48 Mth)   | Moderate (201-1500 Hrs) | Moderate (\$10-25K) |
| Short Term (0-24 Mth)  | High (1500+ Hours)      | High (\$25K+)       |
| Continuous Improvement | 0-10                    | 0-10                |

| Strategy Type | Category   | Recommendation & Description | Time Investment   | Effort Investment     | Financial Investment |   |
|---------------|------------|------------------------------|---|-----------------------|----------------------|---|
| 25            | Operations | Action                       | Consider enhancing and formalizing a Community Volunteer Strategy. Engage youth, Tobique First Nation.<br><br>Growing the skills and training for recreational volunteers will enhance the availability of instructors and coaches and will support recreational opportunities within the community with safe qualified community leaders. Engage youth from village and Tobique First Nation for volunteer opportunities. Develop a reward and recognition plan. Provide training and support. | Short Term (0-24 Mth) | 8                    | 5 |
| 26            | Operations | Action                       | There are current amphitheatre opportunities that need school use plan to further access, negotiate an expanded service agreement to enhance utilization for the arts.<br><br>Similar to the school recreational space agreement negotiate if possible expanded service offerings that will benefit the cultural space user groups and performing arts community.   | Mid Term (25-48 Mth)  | 8                    | 3 |

#### Marketing - Strategy/Action

|    |           |          |   |                        |   |   |
|----|-----------|----------|---|------------------------|---|---|
| 27 | Marketing | Strategy | Align your brand, tell your story, and be consistent.<br><br>The facilities and services provided by the village are well beyond a community of the size, tell that story, build a clear brand, market and tell your story. Consider what is needed to amplify communication.                               | Continuous Improvement | 5 | 5 |
| 28 | Marketing | Strategy | Marketing, Promotion, Advertising, and Communication Plan.<br><br>Like many communities the local "there is nothing to do voice" is large, redevelop the current recreational marketing, promotion, advertising, and communication plan to enhance impact and awareness. Expand the medium and the message. | Short Term (0-24 Mth)  | 8 | 5 |

#### Special Event - Strategy/Action

|    |               |          |  |                        |   |   |
|----|---------------|----------|--|------------------------|---|---|
| 29 | Special Event | Strategy | Stop competing within the community for activations, hosting, and events. Build a master plan.<br><br>Maximize participation and engagement with local events through planning, don't compete against yourself resulting in dividing the participants. | Continuous Improvement | 5 | 3 |
| 30 | Special Event | Action   | Develop Standardized Economic Impact Assessment for Events.<br><br>Economic Impact Assessment is essential for understanding the value of the energy invested, standardize the approach, and make reporting a post hosting expectation.                | Short Term (0-24 Mth)  | 5 | 3 |

| Evaluation Score       | Evaluation Score        | Evaluation Score    |
|------------------------|-------------------------|---------------------|
| Long Term (49+ Mths)   | Low (1-200 Hours)       | Low (\$1-\$10K)     |
| Mid Term (25-48 Mth)   | Moderate (201-1500 Hrs) | Moderate (\$10-25K) |
| Short Term (0-24 Mth)  | High (1500+ Hours)      | High (\$25K+)       |
| Continuous Improvement | 0-10                    | 0-10                |

| Strategy Type | Category      | Recommendation & Description | Time Investment  | Effort Investment    | Financial Investment |   |
|---------------|---------------|------------------------------|--|----------------------|----------------------|---|
| 31            | Special Event | Action                       | Develop a Strategy for “Farming” and “Hunting” Hosting Opportunities.<br><br>Event hosting and tourism is an opportunity, some opportunities you need to incubate and support (Farm) and some you need to bid, recruit and buy (Hunt). Build a plan for hosting. | Long Term (49+ Mths) | 7                    | 6 |

#### Clustering - Strategy/Action

|    |            |          |  |                      |   |   |
|----|------------|----------|--|----------------------|---|---|
| 32 | Clustering | Strategy | Long Term Amenity Clustering Strategy.<br><br>The Town is too small to provide everything to everyone, everywhere. Facilities, parks, gathering places should be clustered to maximize activation, experience, and efficiency. Build together, build a plan.                                   | Mid Term (25-48 Mth) | 8 | 5 |
| 33 | Clustering | Strategy | Centralized Playgrounds, Play Structures, and Replacement Facilities.<br><br>Currently the Village operates numerous playground facilities within the community, consider a phase out strategy as assets reach end of life, and a plan for a clustered playground node along there waterfront. | Mid Term (25-48 Mth) | 4 | 8 |

#### Tourism - Strategy/Action

|    |         |          |   |                       |   |   |
|----|---------|----------|---|-----------------------|---|---|
| 34 | Tourism | Strategy | Develop your outdoor strategy, specifically hunting and fishing visitation.<br><br>Outdoor lifestyles, Hunting, Fishing, Snowmobiling, Boating, Hiking and Exploring is a true opportunity that naturally exists, build the destination, package it, and promote it.  | Short Term (0-24 Mth) | 8 | 4 |
| 35 | Tourism | Strategy | Leverage Flood Abatement Funds and Strategies to support future growth of the waterfront.<br><br>There is a need to embrace the future of the waterfront given its natural beauty and location, leveraging other levels of Government investment build a clear plan. Recreation that is flood resilient should be a primary consideration.            | Short Term (0-24 Mth) | 5 | 3 |
| 36 | Tourism | Strategy | Aligning with the Provincial Intercept Strategy develop a plan to capture tourists accessing the Trans-Canada Highway.<br><br>With a vast market potential passing by each day and heightened in high visitor months there is an opportunity to enhance marketing and advertising. Develop a strategy to encourage visitors to stop, stay, and spend. | Mid Term (25-48 Mth)  | 6 | 6 |

| Evaluation Score       | Evaluation Score        | Evaluation Score    |
|------------------------|-------------------------|---------------------|
| Long Term (49+ Mths)   | Low (1-200 Hours)       | Low (\$1-\$10K)     |
| Mid Term (25-48 Mth)   | Moderate (201-1500 Hrs) | Moderate (\$10-25K) |
| Short Term (0-24 Mth)  | High (1500+ Hours)      | High (\$25K+)       |
| Continuous Improvement | 0-10                    | 0-10                |

| Strategy Type                       | Category             | Recommendation & Description | Time Investment   | Effort Investment    | Financial Investment |   |
|-------------------------------------|----------------------|------------------------------|---|----------------------|----------------------|---|
| 37                                  | Tourism              | Strategy                     | Underground Railways Strategy - Hike to Freedom.<br><br>With a program in place, international recognition, and a positive message of inclusivity and history this program should be incubated, supported, and grow as a tourism opportunity. Consider a long term collaborative plan.  | Mid Term (25-48 Mth) | 6                    | 4 |
| 38                                  | Tourism              | Strategy                     | Fishing is World Class make it a priority for the community, and passionate anglers that can support the Visitor Economy.<br><br>Develop an angling strategy in alignment with Provincial priorities that will support capturing some of the passing traffic on the Trans-Canada and destination visitors looking for fishing opportunities.                            | Long Term (49+ Mths) | 6                    | 6 |
| 39                                  | Tourism & Facilities | Strategy                     | Way Finding and Signage Strategy and Implementation.<br><br>Way finding is currently lacking a standard and your brand. Develop way finding standards and begin working towards a finalized look. Audit performance and keep track.   | Long Term (49+ Mths) | 7                    | 5 |
| <b>Waterfront - Strategy/Action</b> |                      |                              |   |                      |                      |   |
| 40                                  | Waterfront           | Strategy                     | Expand Flood Resilient recreational programming along the St. John River.<br><br>The St. John River is a natural beauty and a defining landmark of the community. With future flood risk pop-up or flood resilient recreation is a great engagement opportunity. Explore expanded services and a long term clustering strategy.   | Mid Term (25-48 Mth) | 8                    | 8 |
| 41                                  | Waterfront           | Strategy                     | Expand Passive and Active Recreational Opportunities on the Waterfront.<br><br>Consider the development of Breach Volleyball Courts, Pickleball Courts, Corn Hole, Four Square, Fire Pits, and Performance Spaces that are modular.   | Mid Term (25-48 Mth) | 7                    | 9 |
| 42                                  | Waterfront           | Strategy                     | Boat Launch, Docking, and Slips Strategy. Embrace the activation opportunities of the River and support the growth of recreation on the water.<br><br>The St. John River is one of the greatest recreational assets in the Village. Positive progress has been made to enhancing accessibility. Develop a multi-year strategy to expand active and passive experiences. | Mid Term (25-48 Mth) | 6                    | 6 |

| Evaluation Score       | Evaluation Score        | Evaluation Score    |
|------------------------|-------------------------|---------------------|
| Long Term (49+ Mths)   | Low (1-200 Hours)       | Low (\$1-\$10K)     |
| Mid Term (25-48 Mth)   | Moderate (201-1500 Hrs) | Moderate (\$10-25K) |
| Short Term (0-24 Mth)  | High (1500+ Hours)      | High (\$25K+)       |
| Continuous Improvement | 0-10                    | 0-10                |

| Strategy Type                      | Category   | Recommendation & Description | Time Investment  | Effort Investment    | Financial Investment |    |
|------------------------------------|------------|------------------------------|--|----------------------|----------------------|----|
| 43                                 | Waterfront | Action                       | Waterfront Development Strategy.<br>Your waterfront is your competitive advantage, it is spectacular, and yes it floods. Build a development strategy that engages recreation, events, gathering while limiting flood impact.  | Long Term (49+ Mths) | 8                    | 10 |
| <b>Statement - Strategy/Action</b> |            |                              |  |                      |                      |    |
| 44                                 | Statement  | Strategy                     | Accommodations and Commercial Service Enhancements<br>There is a need to support existing accommodations and restaurants but there is additionally a need for growth if you wish to host. Develop a strategy to support what you have and grow your portfolio. Make this a strategy statement for Council support. | Long Term (49+ Mths) | 8                    | 5  |

## Canada Framework for Recreation Goals

Achieved goals will be indicated by a corresponding coloured check mark on the following items.



**CPRA Goal 1**  
Active Living



**CPRA Goal 2**  
Inclusion & Access



**CPRA Goal 3**  
Connecting People  
& Nature



**CPRA Goal 4**  
Supporting  
Environments



**CPRA Goal 5**  
Recreation  
Capacity

# Capital Asset - Strategy/Action

## 1. Capital Asset Strategy



### Replacement, Modernization, and Future Asset Development Strategy

|                     |                                   |                         |                                   |
|---------------------|-----------------------------------|-------------------------|-----------------------------------|
| <b>Strategy</b><br> | <b>Continuous Improvement</b><br> | <b>Effort: High</b><br> | <b>Financial Impact: High</b><br> |
|---------------------|-----------------------------------|-------------------------|-----------------------------------|

The Village of Southern Victoria currently owns and operates numerous community facilities and amenities. Each facility is in a unique stage of operations and years of service. To ensure recreation capacity, inclusion and access to recreation as well as fostering active living and the wellbeing of community members, the PARC should develop a long-term strategy to project:

- Future costs of replacement/modernization
- Timing of replacement/modernization

- Develop siting plans for end-of-life facilities that maximize utilization
- Activity node development
- Facility clustering

The development of a long-term asset replacement program will support future budget planning and provide clarity on the capital replacement cost projections for core amenities at the expiration of operations.

## 2. Capital Asset Strategy



### Embrace the Growth of Pickleball

|                     |                       |                         |                                   |
|---------------------|-----------------------|-------------------------|-----------------------------------|
| <b>Strategy</b><br> | <b>Short-Term</b><br> | <b>Effort: High</b><br> | <b>Financial Impact: High</b><br> |
|---------------------|-----------------------|-------------------------|-----------------------------------|

- The rapid rate of growth of pickleball in Canada is truly unprecedented and an opportunity to enhance recreational participation for all ages.
- With the introduction of pickleball into the community sport marketplace this is creating compression for space and participation time.
- Develop a plan to enhance outdoor pickleball play and expand indoor access in a complimentary manner.



### 3. Capital Asset Strategy



#### Phase out End-of-Life Infrastructure

|                 |                   |                           |                                     |
|-----------------|-------------------|---------------------------|-------------------------------------|
| <b>Strategy</b> | <b>Short-Term</b> | <b>Effort:<br/>Medium</b> | <b>Financial Impact:<br/>Medium</b> |
|                 |                   |                           |                                     |

- As equipment and amenities become end of life develop a strategy to phase these services out of service while considering the ability to cluster replacement amenities in key activation nodes and amenity clusters.
- By centralizing and clustering amenities there will be expanding activation improved safety and performance efficiencies.
- Understanding the phasing out timelines and communicate with the local user groups when amenity placement may be reconsidered and where replacement opportunities will be located.

### 4. Capital Asset Strategy



#### Repurposing Old Facilities for Expanded Recreational Offerings

|                 |                  |                         |                                   |
|-----------------|------------------|-------------------------|-----------------------------------|
| <b>Strategy</b> | <b>Long-Term</b> | <b>Effort:<br/>High</b> | <b>Financial Impact:<br/>High</b> |
|                 |                  |                         |                                   |

There may be an opportunity to repurpose aging or underused recreational and community assets to meet future recreational needs.

Consider leveraging recreational programming as an opportunity to re-imagine aged buildings.

This will support increased activation and reduce the cost of developing new infrastructure for recreation needs.

# Programs - Strategy/Action

## 5. Program Strategy



### Leverage Recreational Activities to Enhance Local Business

|                     |                                   |                         |                                     |
|---------------------|-----------------------------------|-------------------------|-------------------------------------|
| <b>Strategy</b><br> | <b>Continuous Improvement</b><br> | <b>Effort: High</b><br> | <b>Financial Impact: Medium</b><br> |
|---------------------|-----------------------------------|-------------------------|-------------------------------------|

- Sport tourism and event hosting presents a significant opportunity to drive the visitor economy and inject new spending into the local economy.
- Work toward developing an economic development plan that connects visitors with local businesses.
- This plan should additionally make local business aware of major tournament and event hosting so they can prepare for expanded hours of operations and benefit from a new customer base.
- Consider developing hosting opportunities in traditional low seasons or off-peak times to support local businesses when there is capacity to receive new customers.

## 6. Programs Strategy



### Youth Enrollment, Participation and Growth

|                     |                      |                         |                                     |
|---------------------|----------------------|-------------------------|-------------------------------------|
| <b>Strategy</b><br> | <b>Long-Term</b><br> | <b>Effort: High</b><br> | <b>Financial Impact: Medium</b><br> |
|---------------------|----------------------|-------------------------|-------------------------------------|

Participation numbers across much of the current recreation portfolio are on the decline and this creates an activation, utilization, financial, and quality of life risk. Here are some things to consider:

- Develop a program to monitor participation and build strategies to maximize growth when available and support enrolment where trending may not be positive.
- Align with sport user groups to develop enrolment and recruitment strategies, support advertising and promotional opportunities, and develop current amenities to support developing sport and recreation trends.
- Keep costs down
- Recruit quality coaches: fun, teamwork and growth are key goals
- Emphasize safety as it is a growing concern for parents

- Youth outreach – meet with youth regularly to discuss their needs, involve them in decision making
- Grow your online presence targeting youth channels – involve youth in marketing
- Enroll youth as volunteers to work on youth programming
- Improve existing infrastructure to increase inclusion and access
- Offer educational and development opportunities



## 7. Programs Action Item



### Sport Association Incubation and Development Strategy

| Action | Continuous Improvement | Effort: High | Financial Impact: Medium |
|--------|------------------------|--------------|--------------------------|
|        |                        |              |                          |

The sport community in the Village of Southern Victoria is dependent upon engaged, committed and passionate sport volunteers. Unfortunately, when those volunteers are lost, the leadership in that specific sport often becomes unsettled. This could be the same with major events hosted in the community.

When this occurs the town staff become a natural default for overseeing sport/event operations and formal organization if the sport/event is lost for a period of time.

The Village should consider a coach, official, and association

development strategy where they support skill development, coaching clinics, and governance support incubating sport and event groups until they can stand independently.

The Village should monitor enrolment in existing sport and monitor new sport development and design strategies to support succession planning and leadership continuance in sport and event hosting.

In the absence of strong association leadership, the already strained capacity of the recreation team will be pushed even further.

## 8. Programs Action Item



### Evaluate the Impact of Current and Future Work

| Action | Continuous Improvement | Effort: High | Financial Impact: Low |
|--------|------------------------|--------------|-----------------------|
|        |                        |              |                       |

One of the greatest challenges facing the recreation team at the Village of Southern Victoria is the scope of work and the number of people to deliver.

The team needs to develop an evaluation process that maximizes the impact of financial and time investment.

Consider evaluating current programming and reducing or eliminating low impact initiatives and develop a formalized process to evaluate the collective impact of future initiatives.

Maximize the impact of time, money, and energy as there are only so many hours in a day.

Consider opportunities to partner with volunteers, associations, and external agencies to support a broad range of program offerings while concurrently balancing the limited Village resources.

## 9. Programs Action Item



### Community Sport Registration Day

| Action | Short-Term | Effort: Medium | Financial Impact: Low |
|--------|------------|----------------|-----------------------|
|        |            |                |                       |

There may be an opportunity to enhance enrollment in sport by coordinating a semi annual or annual sport, recreation and program registration day.

This may be an opportunity for the Village to use existing infrastructure and develop a cost-effective space for associations to support registrations.

This has been used successfully in other communities and if standardized as an annual registration event it may offer impactful benefit.

Consider a sport registrations *app* for use by various groups that will allow registrations, scheduling and send notifications and communications to users.



## 10. Programs Action Item



### Community Sport Exchange

| Action | Short-Term | Effort: Medium | Financial Impact: Low |
|--------|------------|----------------|-----------------------|
|        |            |                |                       |

A significant barrier to participation is often the cost of equipment, and there may be an opportunity for the Recreation Commission to either host independently, or in coordination with the annual registration event, a *used equipment* exchange, sale, or gift event.

Providing an opportunity for equipment to be accessed at an affordable fee may assist with participation and sport enrollment.

This program could be expanded to include arts supplies, instruments, and cultural materials.



## 11. Programs Action Item



### Dashboards and Key Performance Indicators (KPIs) for Recreation

| Action | Short-Term | Effort: Medium | Financial Impact: Low |
|--------|------------|----------------|-----------------------|
|        |            |                |                       |

Develop a series of monthly or quarterly dashboards or key performance indicators for public reporting and communication within the recreation and sport community.

These dashboards should be easy to communicate, clear to measure, and outcome-based performance measurements of sport.

These dashboards should include utilization, visitation, programming, revenue, expense, and earnings or cost recovery, and participation results.

The team should ensure these dashboards are meaningful to the community and representative of performance.

- Identify key areas of focus – customer satisfactions, utilization, revenue generation, staff productivity, event attendance etc.
- Set specific, measurable goals

- Define the metrics – clearly identify how each KPI will be measured
- Collect the data regularly
- Analyze and review the data monthly/quarterly. Set action items
- Make any necessary adjustments to your strategies and operations. Remove and replace KPI's as they are achieved/become obsolete



# 12. Programs & Facilities Action Item



## Benchmarking Utilization and Visitation

|               |                   |                       |                                 |
|---------------|-------------------|-----------------------|---------------------------------|
| <b>Action</b> | <b>Short-Term</b> | <b>Effort: Medium</b> | <b>Financial Impact: Medium</b> |
|               |                   |                       |                                 |

For any programed facility, benchmark the hours of utilization and measure against this expectation. With the goal of maximizing facility utilization, clearly articulate the performance expectation and review performance in comparison to targets. When trending suggests underperformance, develop strategies to respond.

Annual visitation is a strong indicator of growth. Develop annual visitor counts for each program, amenity and facility. Measure annual visitation against the baseline target and develop multi-year trend analysis. This practice will provide valuable information on participation trends and the annual investment impact per visitor or user. Some metrics for consideration might be:

### Facility Utilization and Visitation Evaluation

When looking to enhance facility reporting and performance monitoring, there are several dashboards to consider. Ideally, these dashboards should be easy to generate, maintain data integrity over multiple operational years, be straightforward to measure, and deliver a clear performance summary that aligns with recreational strategies.

While this may appear to be a fundamental approach, using these dashboards on a monthly or quarterly basis and sharing the results with key organizational leaders and the public fosters transparency and accountability. Each community should investigate dashboard reporting that aligns with its strategic priorities.

As a starting point, it is suggested that the Village of Southern Victoria consider the following metrics to support their dashboard reporting. These measurements may evolve in complexity and quantity over time; therefore, it is advisable for the Village of Southern Victoria to track performance monthly and update the Recreation Commission during regularly scheduled meetings.

Dashboard reporting for each facility and amenity should focus on the following reporting priorities:

- Actual Data
- Year-to-Date Data
- Budget or Projection
- Prior Period
- Prior Year or Multi-Year Trend Data

Additionally, dashboard reporting for each facility and amenity should include these reporting measurements:

- Total Revenue
- Total Expense
- Total Earnings or Loss
- Cost Recovery
- Customer Satisfaction Score
- Facility Planned and Unplanned Downtime
- Prime Time Use
- Non-Prime Time Use
- Total Monthly Visitation
- Earnings or Cost per Visit



# Facilities - Strategy/Action

## 13. Facilities Strategy



### Improve External Lighting

|                 |                   |                     |                               |
|-----------------|-------------------|---------------------|-------------------------------|
| <b>Strategy</b> | <b>Short-Term</b> | <b>Effort: High</b> | <b>Financial Impact: High</b> |
|                 |                   |                     |                               |

- Currently parking and surrounding areas around program space and facility space may not have adequate lighting to ensure the safety of guests.
- Public feedback suggests there is an opportunity for improvement.
- Conduct an internal lighting audit for facility space and community space and develop a strategy to improve safety and lighting.



## 14. Facilities Strategy



### Recreational Development Standards

|                 |                    |                     |                               |
|-----------------|--------------------|---------------------|-------------------------------|
| <b>Strategy</b> | <b>Medium-Term</b> | <b>Effort: High</b> | <b>Financial Impact: High</b> |
|                 |                    |                     |                               |

- With a significant number of facilities and programs this report should assist with an understanding of the current state of recreation.
- Develop baseline standards for recreational facilities, equipment, and space design.
- Establish these standards for modernization of current infrastructure and to guide future investment.
- A clear, documented, recreational standards document will support future evaluation and improvement.

# 15. Facilities Strategy



## Negotiate School Access Agreements

|  |   |   |  |
|--|---|---|--|
| <b>Strategy</b><br> | <b>Medium-Term</b><br> | <b>Effort: High</b><br> | <b>Financial Impact: Medium</b><br> |
|--|---|---|--|

## Negotiate School Access Agreements

There is a need to review the current School Use and Access Agreements with the purpose of aligning the need with available space.

Formalize this agreement to support scheduling and reduce conflict between user groups. Feedback suggested that there is currently a barrier to access due to custodial and supervision needs.

Explore a solution that works for all partners while expanding access and removing the financial barriers for accessing the space.

Establish a long-term user agreement with fixed milestone dates for agreement review.

# 16. Facilities Action Item



## Maintenance, Field of Play and Accessibility

|  |  |   |  |
|--|--|---|--|
| <b>Action</b><br> | <b>Continuous Improvement</b><br> | <b>Effort: Medium</b><br> | <b>Financial Impact: Medium</b><br> |
|--|--|---|--|

Feedback from the community is positive in the recreational facilities space, however it does highlight the need for improved quality in surface of play preparation.

From cutting the grass to cleaning the floors, from ice maintenance to outdoor lines, there is a need to ensure that the competitive surface is prepared to receive players.

The lack of proper maintenance logs and documentation, causes preparation to be missed and may create a material liability for the Village.

Review pre-event preparation requirements and logs for improved documentation and performance.

Review the path of travel of the guest, fan, and participant for each facility. Consider accessibility, ease of access, distance of travel from parking, and obstructions that might exist.

It is recommended that the staff walk the guest path of travel on regular intervals and remove barriers.

Consider improving accessibility, drop off opportunities for vehicles, and improving the guest experience when traveling to an event.



## 17. Facilities Action Item



### Hours of Operations and Expanding Public Access

| Action | Continuous Improvement | Effort: Medium | Financial Impact: Medium |
|--------|------------------------|----------------|--------------------------|
|        |                        |                |                          |

Conduct a review of current operational and access hours to programs and amenities.

Evaluate the maximum benefit to community access with the purpose of expanding hours of availability whenever possible.

This should occur with a careful consideration to costs associated with additional hours.

One of the examples shared by the public was access to the indoor walking surface at the Civic Centre as currently feedback suggests that time to participate is limited.

Consider how the zamboni entrance and exit can be managed safely and how hours of operations can be maximized for public use, particularly in the winter months.

## 18. Facilities Action Item



### Benchmark Utility Consumption Targets

| Action | Short-Term | Effort: Medium | Financial Impact: Medium |
|--------|------------|----------------|--------------------------|
|        |            |                |                          |

Develop an energy use consumption evaluation for each related facility, this should align the current energy performance with the Canadian Energy Use Intensity by Property Type Guide. This will allow the Village to support the positive sustainable community's strategy and evaluate performance.

Once benchmark energy use standards are in place, the results can be leveraged to service grant opportunities, equipment modernization, and identify areas of performance risk.

*(Canadian National Median Reference Values for All Portfolio Manager Property Types – Technical Reference.)*

## 19. Facilities Action Item



### Benchmark Facility Cost Data and Cost Recovery Targets

| Action | Short-Term | Effort:<br>Medium | Financial Impact:<br>Low |
|--------|------------|-------------------|--------------------------|
|        |            |                   |                          |

The Village of Southern Victoria has established, in principle, the cost recovery standards of programs and facilities, however, it is not clearly articulated.

As such, for each facility and program, develop an annual cost recovery or financial investment proforma.

Once a baseline is established measure and report the results.

Annually evaluate the impact of investment on utilization, visitation, and participation. This process will support maximizing investment in recreational opportunities that benefit the greatest population groups.

Each service offering should have a target cost recovery target.

## 20. Facilities Action Item



### Expand the Current Trail System

| Action | Medium-Term | Effort:<br>Medium | Financial Impact:<br>High |
|--------|-------------|-------------------|---------------------------|
|        |             |                   |                           |

Currently the Village of Southern Victoria have done strong work in the clustering of amenities within the local region.

With the impact and expansive trail system the Village should develop a strategy to ensure that all key activation and activity nodes within the community are connected by a trail system.

Develop a connectivity plan that connects existing trail systems with new and existing locations of high visitation and activation.

**A detailed 'Trail clustering/Activation nodes concept' can be found on pages 98 – 110.**



## 21. Facilities Action Item



**Finalize a Trail Development Standard for paved and unpaved, vehicular and non-vehicular trail systems. Consider safety, maintenance and cleanliness.**

| Action | Medium-Term | Effort: High | Financial Impact: High |
|--------|-------------|--------------|------------------------|
|        |             |              |                        |

Currently there are a variety of trail base finishes within the expansive trail system.

With feedback from various user groups about trail surface suitability, explore a coordinated plan that develops standards for trail base design.

Once a standard is developed work towards implementation in a phased and multi-year approach.

Consider vehicular and non-vehicular trail systems relative to pedestrian safety. Feedback from pedestrian users indicated safety concerns with vehicular traffic on the trails.

Consider cleanliness of the trails. Feedback from users cited concerns about drug paraphernalia and dog faeces on the trails.

Develop a safety, maintenance and cleanliness strategy for all trails.

**A detailed 'Trail clustering/Activation nodes concept' can be found on pages 98 – 110.**



## 22. Facilities Action Item



### Accessibility Audit and Long-Term Standard

| Action | Medium-Term | Effort: Medium | Financial Impact: High |
|--------|-------------|----------------|------------------------|
|        |             |                |                        |

Currently there is a varying degree of accessibility and inclusivity standards for recreational amenities across the portfolio.

With a commitment to accessibility and inclusivity, the Rec Commission should conduct a facility audit to support improved experiences for all member of the community and visitors.

Develop accessibility and inclusivity standards for all future amenities and a plan to improve performance of existing infrastructure.

This plan will support accessing grant funding in the future and greatly improve the experience for all guests.



## 23. Facilities & Programs Action Item

### Standard Operating Procedures (SOPs) and Scheduled Reviews

|   |   |  |   |
|---|---|--|---|
| <b>Action</b>   | <b>Short-Term</b>   | <b>Effort:<br/>High</b>  | <b>Financial Impact:<br/>Medium</b>   |
|  |  |  |  |

The current recreational SOPs have been in place for many years and need a full review and updating. This process is essential for establishing baseline performance expectations.

A full SOP package should be developed for each core asset, service offering and program.

Once SOPs have been updated, ensure that all staff and volunteers are adequately trained on the expectations and

have the required training to achieve the desired outcome.

Develop an annual process for reviewing SOPs as they should evolve with time and best practice expectations.

SOPs are critical standards for service delivery and should be considered a high risk if they are not kept current.

# Operations - Strategy/Action

## 24. Operations Action Item



### Tobique First Nation Collaboration

|               |                               |                       |                                 |
|---------------|-------------------------------|-----------------------|---------------------------------|
| <b>Action</b> | <b>Continuous Improvement</b> | <b>Effort: Medium</b> | <b>Financial Impact: Medium</b> |
|               |                               |                       |                                 |

Tobique First Nation represents a large population of community members and currently has many recreational offerings.

Tobique First Nation should be included in any recreational and cultural planning as there is an opportunity for improved collaboration and coordination.

The *Truth and Reconciliation Commission of Canada Calls to Action* highlight a number of opportunities for reconciliation through sport and recreation, specifically explore opportunities specific to Calls to Action 87-91.

Cultural celebrations such as Pow Wow additionally offer extraordinary tourism potential with drummers, dancers, and guests often traveling and participating in this multi-day event.

Consider the opportunity for Indigenous tourism in the area and how the Village can support and collaborate with Tobique First Nation.



## 25. Operations Action Item



### Volunteer Strategy and Organization

|               |                   |                     |                                 |
|---------------|-------------------|---------------------|---------------------------------|
| <b>Action</b> | <b>Short-Term</b> | <b>Effort: High</b> | <b>Financial Impact: Medium</b> |
|               |                   |                     |                                 |

At the heart of recreational and cultural event success in the Village of Southern Victoria is a dedicated and skilled group of volunteers.

There is an opportunity for the Village to take a leadership role in volunteer management, skill development, recruitment, and organization. Here are some things to consider:

- Establish a volunteer committee to support the development of a centralized volunteer database. Invest in a software program to improve organization, communication, recruitment, scheduling, training and performance of volunteers.

- » Develop a volunteer committee that is supported by administration. This committee should explore all aspects of volunteer management including incentivization, training and skill development, recruitment, retention and scheduling. This process would be a benefit to all organizations that require volunteers and would help with gap analysis, volunteer management and succession planning.
- Develop a plan to target and encourage youth volunteers in the Village and Tobique First Nation.
- Develop mentorship programs
- Provide learning opportunities
- Provide orientation sessions and welcome kits
- Provide recognition/incentives/perks - host volunteer recognition events
- Match volunteers based on their interests and skills
- Create clear communication channels and provide channels for feedback - regular surveys, open door policy. Act on feedback and hold regular group sessions.
- Allow schedule flexibility - be accommodating

## 26. Operations Action Item ✔ ✔ ✔ ✔ ✔

### Amphitheatre, Arts and Culture Opportunities

| Action | Medium-Term | Effort: High | Financial Impact: Low |
|--------|-------------|--------------|-----------------------|
|        |             |              |                       |

Consider the opportunity to negotiate and coordinate the use of the current school amphitheatre for enhanced accessibility. Similar to the school gymnasium coordination, this may require the coordination of supervision and custodial services. Expanding opportunities for access will provide additional opportunity for the arts and cultural spaces.

# Marketing - Strategy/Action

## 27. Marketing Strategy



Align your Brand, Tell your Story, and be Consistent

|  |  |   |  |
|--|--|---|--|
| <b>Strategy</b><br> | <b>Continuous Improvement</b><br> | <b>Effort: Medium</b><br> | <b>Financial Impact: Medium</b><br> |
|--|--|---|--|

- The current program offerings and facility offerings within the Village of Southern Victoria are second to none for a community of comparable size.
- There is a need to define the recreation, sport, and event brand and ensure consistency.
- Once the brand is established focus on story telling and acting as a champion of your message locally and out of market.
- Consistent messaging, story telling, and brand reinforcement is essential. Develop a strategy and implement.
- Be consistent with how you convey your message, develop key mediums or communication, brand positioning, and messages and be relentless with upholding your standards and consistent with your message.

## 28. Marketing Strategy



Marketing, Promotion, Advertising, and Communication

|  |  |   |  |
|--|--|---|--|
| <b>Strategy</b><br> | <b>Short-Term</b><br> | <b>Effort: High</b><br> | <b>Financial Impact: Medium</b><br> |
|--|--|---|--|

- The Village of Southern Victoria recreation offers a vast number of programs and facilities and with complex programming there is a need for enhanced communication to support increased participation.
- As such, the Village should review the current marketing, advertising, promotion and communication strategy, update the strategy and focus on centralizing information and communication.
- Review what currently is in place, develop a new strategy and implement.
- By tailoring your marketing approach to the unique aspects of sport and recreation programs versus special events, you can effectively engage your target audience and maximize participation in both areas.

Following are some suggestions that the Village of Southern Victoria could consider.

## Marketing Sport and Recreation Programs

### 1. Targeted Campaigns

- Audience segmentation: identify specific demographics (e.g., youth, adults, seniors) and tailor messages to their interests.
- Ongoing engagement: use a consistent and long-term approach to build awareness and encourage regular participation.

### 2. Highlight Benefits

- Health and wellness: emphasize physical and mental health benefits of regular participation.
- Skill development: showcase opportunities for learning and improving skills.
- Community building: highlight the social aspects and the sense of community within programs.

### 3. Program Schedules

- Seasonal brochures: create seasonal brochures outlining all available programs, schedules, and registration information.
- Online portals: maintain an updated online portal where residents can easily find and register for programs.

### 4. Success Stories

- Testimonials: share success stories and testimonials from participants.
- Visual content: use videos and photos of participants in action to attract attention.

### 5. Collaborations

- Partner with schools and local organizations: work with schools, community centers, and other organizations to promote programs.

## Marketing Special Events

### 1. Event-Specific Campaigns

- Unique branding: create unique branding and promotional materials for each event.
- Short-term buzz: focus on generating excitement and anticipation leading up to the event date.

### 2. Social Media and Digital Marketing

- Event pages: create dedicated event pages on social media platforms.
- Countdowns and teasers: use countdowns and teaser content to build excitement.

### 3. Highlight Event Features

- Entertainment and attractions: emphasize key attractions, performances, and activities.
- Special guests: highlight any special guests or celebrities attending the event.

### 4. Tickets and RSVPs

- Early bird promotions: Offer early bird discounts or special deals to encourage early registrations.
- Online ticketing: use online ticketing platforms to make it easy for people to purchase tickets and RSVP.

### 5. Post-Event Engagement

- Photo galleries and recaps: share photos and recap videos after the event to keep the momentum going.
- Feedback and surveys: collect feedback from attendees to improve future events.

## Common Strategies for Both

- Community involvement: engage local influencers and community leaders to help promote programs and events.
- Email newsletters: use email newsletters to keep residents informed about upcoming programs and events.
- Flyers and posters: distribute flyers and posters in community centers, libraries, and other public places.

# Special Event - Strategy/Action

## 29. Special Event Strategy



### Build a Master Plan

|                     |                                   |                           |                                  |
|---------------------|-----------------------------------|---------------------------|----------------------------------|
| <b>Strategy</b><br> | <b>Continuous Improvement</b><br> | <b>Effort: Medium</b><br> | <b>Financial Impact: Low</b><br> |
|---------------------|-----------------------------------|---------------------------|----------------------------------|

Stop competing within the community for activations, hosting, and events.

- Develop a shared annual calendar (or expand the current offering) in a centralized digital location (might be the Village website) that will support community user groups in understanding programming and events occurring in the community. This will support complimentary program offering and avoid competition for space and resource.

- Advance a strategy of clustering hosting and event opportunities to support high activation weekends and tourism opportunities.
- Focus on a strategy of having an opportunity for the community and visitors to experience the community each week of the year.
- 52 weeks, 52 reasons to participate and celebrate the region.

## 30. Special Event Action item



### Economic Impact Assessment Standards

|                   |                       |                           |                                  |
|-------------------|-----------------------|---------------------------|----------------------------------|
| <b>Action</b><br> | <b>Short-Term</b><br> | <b>Effort: Medium</b><br> | <b>Financial Impact: Low</b><br> |
|-------------------|-----------------------|---------------------------|----------------------------------|

The Village of Southern Victoria currently host a number of events of varying scale, size and complexity. Many of these hosting opportunities require grant funding from various levels of government.

There are strong national programs and tools to calculate economic impact, and the Village should explore a standard model and assisting with the assembly and reporting of Economic Impact reporting.

This would allow consistency in reporting and ensure the Village is constantly informed of the impact of specific events.

Hosting opportunities should perform a post event debrief and this should include standardized reporting that is easy for an event organizer to complete. This will be valuable information for the Recreation Commission from an economic impact perspective.

This reporting should support future grant investment decisions.

## 31. Special Event Action item ✔ ✔ ✔ ✔ ✔

### Develop a Hosting Strategy for Sport, Recreation and Events

| Action | Long-Term | Effort:<br>High | Financial Impact:<br>Medium |
|--------|-----------|-----------------|-----------------------------|
|        |           |                 |                             |

Some opportunities will need to be incubated and organically grow with volunteer capacity and annual performance.

Consider farming opportunities: invest in growth, support with in-kind services, and invest in local hosting opportunities that currently exist or are in development.

Once established there may be a need for expanded investment in infrastructure and funding to support growing to the next level.

Some opportunities will have the potential to bid or buy an event. These hosting possibilities will require the Recreation

Commission to take a leadership role in developing bids, submitting hosting proposals, or guaranteeing a hosting fee to support event attraction.

Develop a strategy for growing hosting opportunities based on incubating events and actively recruiting and competing to secure events through a bid process.

Develop a list of key local events that will be incubated and a list of potential hosting events that are viable hosting opportunities through an active bid process.

# Clustering - Strategy/Action

## 32. Clustering Strategy



### Amenity Clustering Strategy

|   |   |  |   |
|---|---|--|---|
| <b>Strategy</b>   | <b>Medium-Term</b>  | <b>Effort:<br/>High</b>  | <b>Financial Impact:<br/>Medium</b>   |
|  |  |  |  |

With a small population and a large geographic footprint there will be a need to consolidate amenities in the future for efficiency and maximum utilization.

Clustering amenities creates a critical mass of activation that supports safety, ancillary business opportunities and community building.

Develop a short term and long-term plan for the creation of active programming nodes defined with purpose and considerate of future facility replacement timelines.

Amenity clustering should offer operational efficiencies, shared service possibilities, and be designed to co-benefit the adjacent spaces.

[A detailed 'Clustering Concept' can be found on page 94 – 97.](#)

### 33. Clustering Strategy



#### Centralized Playgrounds, Play structures, and Replacement facilities

|                 |                    |                       |                               |
|-----------------|--------------------|-----------------------|-------------------------------|
| <b>Strategy</b> | <b>Medium-Term</b> | <b>Effort: Medium</b> | <b>Financial Impact: High</b> |
|                 |                    |                       |                               |

The Village of Southern Victoria currently has a number of playground spaces across the community, each in the later stages of its asset lifecycle.

Develop a strategy to centralize playground amenities within planned activation and clustered nodes.

As equipment becomes end of life it should be removed, consider the replacement of these valuable play amenities adjacent to high activation and amenity clusters that already exist.

Explore the planned development of larger and more engaging play structures while reducing the number of playgrounds, enhance quantity but reduce numbers. This should offer better activation and cost efficiency.



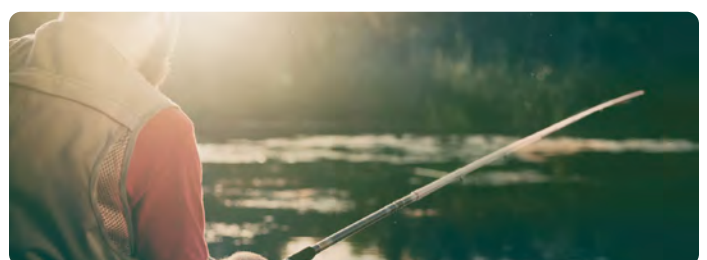
### 34. Tourism Strategy



#### Develop your Outdoor Strategy, specifically Hunting and Fishing

|                 |                   |                     |                                 |
|-----------------|-------------------|---------------------|---------------------------------|
| <b>Strategy</b> | <b>Short-Term</b> | <b>Effort: High</b> | <b>Financial Impact: Medium</b> |
|                 |                   |                     |                                 |

- The Province of New Brunswick has developed a strong outdoor, hunting and angling strategy and there may be an opportunity to further align and explore possibilities.
- With a picturesque and abundant hunting and angling opportunity explore an outdoor strategy to support the growth of the visitor economy and enhance the experience of the local community.



# Tourism - Strategy/Action

## 35. Tourism Strategy



### Flood Abatement Funding and Strategic Growth of the Waterfront

|                 |                   |                           |                                  |
|-----------------|-------------------|---------------------------|----------------------------------|
| <b>Strategy</b> | <b>Short-Term</b> | <b>Effort:<br/>Medium</b> | <b>Financial Impact:<br/>Low</b> |
|                 |                   |                           |                                  |

- With the recognition that flooding is a reality facing the community the Village have had strong success accessing Provincial and Federal funding opportunities to support growth and improvement but there is more to be done.
- Once a finalized approach to enhancing the waterfront is achieved, and a fulsome plan is developed, leverage this plan to source funding at other levels of Government that will support enhancing the waterfront.

## 36. Tourism Strategy



### Aligning with The Provincial Intercept Strategy for Tourists on the Trans-Canada Highway

|                 |                    |                           |                                     |
|-----------------|--------------------|---------------------------|-------------------------------------|
| <b>Strategy</b> | <b>Medium-Term</b> | <b>Effort:<br/>Medium</b> | <b>Financial Impact:<br/>Medium</b> |
|                 |                    |                           |                                     |

Explore New Brunswick has a current strategy to engage and intercept visitors experiencing the province by vehicle.

The province recognizes the opportunity to capture additional tourism opportunity through promoting vehicular traffic and the Village of Southern Victoria should coordinate and enhance marketing opportunities given the ease of highway access to the community.

- Advertise events and festivals along the highway - consider billboards, digital signage
- Promote unique attractions - historical sites, parks, events
- Promote the river
- Promote outdoor activities - trails, fishing

- Promote local cuisine and breweries offering unique experiences
- Promote scenic routes and rest areas
- Develop targeted marketing campaigns using data analytics to help identify potential visitors and tailor promotions to their interests

## 37. Tourism Strategy

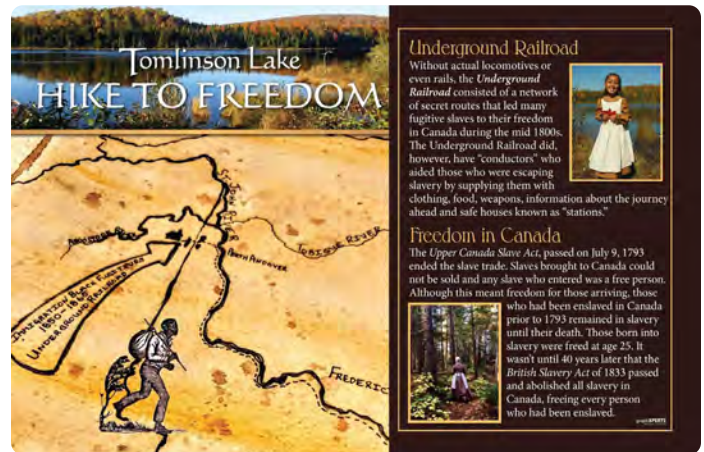


### Growth of the Tomlinson Lake *Hike to Freedom*'

|                 |                    |                           |                                     |
|-----------------|--------------------|---------------------------|-------------------------------------|
| <b>Strategy</b> | <b>Medium-Term</b> | <b>Effort:<br/>Medium</b> | <b>Financial Impact:<br/>Medium</b> |
|                 |                    |                           |                                     |

With strong leadership in place, and a proven history of event delivery, the advancement and enhancement of the Tomlinson Lake *Hike to Freedom* may offer a valuable tourism initiative that the Village could support.

With national and international media recognition and continued investment by the Village in collaboration with the local leadership group, there is potential to further grow this cultural gathering as both an educational and tourism opportunity.



## 38. Tourism Strategy



### The Tourism Opportunity around Angling

|                 |                  |                           |                                     |
|-----------------|------------------|---------------------------|-------------------------------------|
| <b>Strategy</b> | <b>Long-Term</b> | <b>Effort:<br/>Medium</b> | <b>Financial Impact:<br/>Medium</b> |
|                 |                  |                           |                                     |

The Village of Southern Victoria is fortunate to have the growth of numerous angling and bass fishing tournament opportunities.

This highlights the potential tourism opportunity that should be a growth objective in the future.

Within the recreational plan develop and formalize a strategy to enhance and promote future growth in the angling space.



# 39. Tourism Strategy



## Way Finding and Signage Strategy

|                 |                  |                     |                                 |
|-----------------|------------------|---------------------|---------------------------------|
| <b>Strategy</b> | <b>Long-Term</b> | <b>Effort: High</b> | <b>Financial Impact: Medium</b> |
|                 |                  |                     |                                 |

Currently the way finding standards are unique and independent to the association, volunteer group, agency, or operating body.

Consider the development of a collective, collaborative and unified way finding and signage strategy to ensure that displays are uniform, consistent, and easy to understand.

Develop a standard, communicate it, and implement it on an on-going basis.



# Waterfront - Strategy/Action

## 40. Waterfront Strategy



### Expand Flood Resilient Recreation Program along the St. John River

| Strategy | Medium-Term | Effort:<br>High | Financial Impact:<br>High |
|----------|-------------|-----------------|---------------------------|
|          |             |                 |                           |

- Many other communities have expanded recreational facilities, community gathering spaces, and event spaces in high flood risk locations.
- There is an opportunity for the Village of Southern Victoria to leverage the development of flood resilient recreation activities along the waterfront.
- Consider the development of easy to remove or modular infrastructure that can de-risk the impact of a potential flood while maximizing the availability for the public to participate and recreate during the peak summer months.
- Activities such as beach volleyball, four squares, pickleball, basketball, performing arts, fire pits, picnic spaces, corn-hole, horseshoes, and ring toss.
- Each of these opportunities are easily movable or modular or flood resilient.



# 41. Waterfront Strategy



## Expand Passive and Active Recreation Opportunities along the Waterfront

|  |   |   |  |
|--|---|---|--|
| <b>Strategy</b><br> | <b>Medium-Term</b><br> | <b>Effort:<br/>High</b><br> | <b>Financial Impact:<br/>High</b><br> |
|--|---|---|--|

Consider the purposeful development of ability to access and directly engage with the St. John River with soft edges or developed spaces while concurrently exploring passive nodes that encourage more ridged edges and passive engagement with the waterfront.




Benches, picnic tables, Muskoka chairs offer designed spaces for people to enjoy while items in Strategy #12 should be considered for more active participation.



# 42. Waterfront Strategy



## Boat Launch, Docks, and Slip Strategy

|  |   |   |  |
|--|---|---|--|
| <b>Strategy</b><br> | <b>Medium-Term</b><br> | <b>Effort:<br/>Medium</b><br> | <b>Financial Impact:<br/>Medium</b><br> |
|--|---|---|--|

The St. John River is an irreplaceable natural beauty and a truly unique recreational opportunity.

Feedback from the community acknowledges the benefit of recent investment in accessibility for the boater but highlighted the need for continued growth.

Develop a long-term boat access strategy for the St. John River with the aim of maximizing motorized and non-motorized access to this remarkable space.

# 43. Waterfront Action Item



## Waterfront Development Strategy

| Action | Long-Term | Effort: High | Financial Impact: High |
|--------|-----------|--------------|------------------------|
|        |           |              |                        |

The St. John River integration with the community of Southern Victoria is truly an extraordinary natural opportunity that should not be undervalued. The opportunity that exists to expand the local and visitor experience of the waterfront is exceptional.

Build a progressive plan to enhance program offerings, active and passive engagement with the waterfront, and opportunities for visitors of all ages to engage with this magnificent landscape.

Recognizing the risk of developing permanent structures, consider the ability to explore recreational offerings that can be easily removed and will not be materially damaged in a flood.

Learn from other communities that have experienced similar challenges and opportunities.

Consider the development of amenities and place making opportunities that further expand the program offerings on the waterfront.



# Statement - Strategy/Action

## 44. Statement Strategy



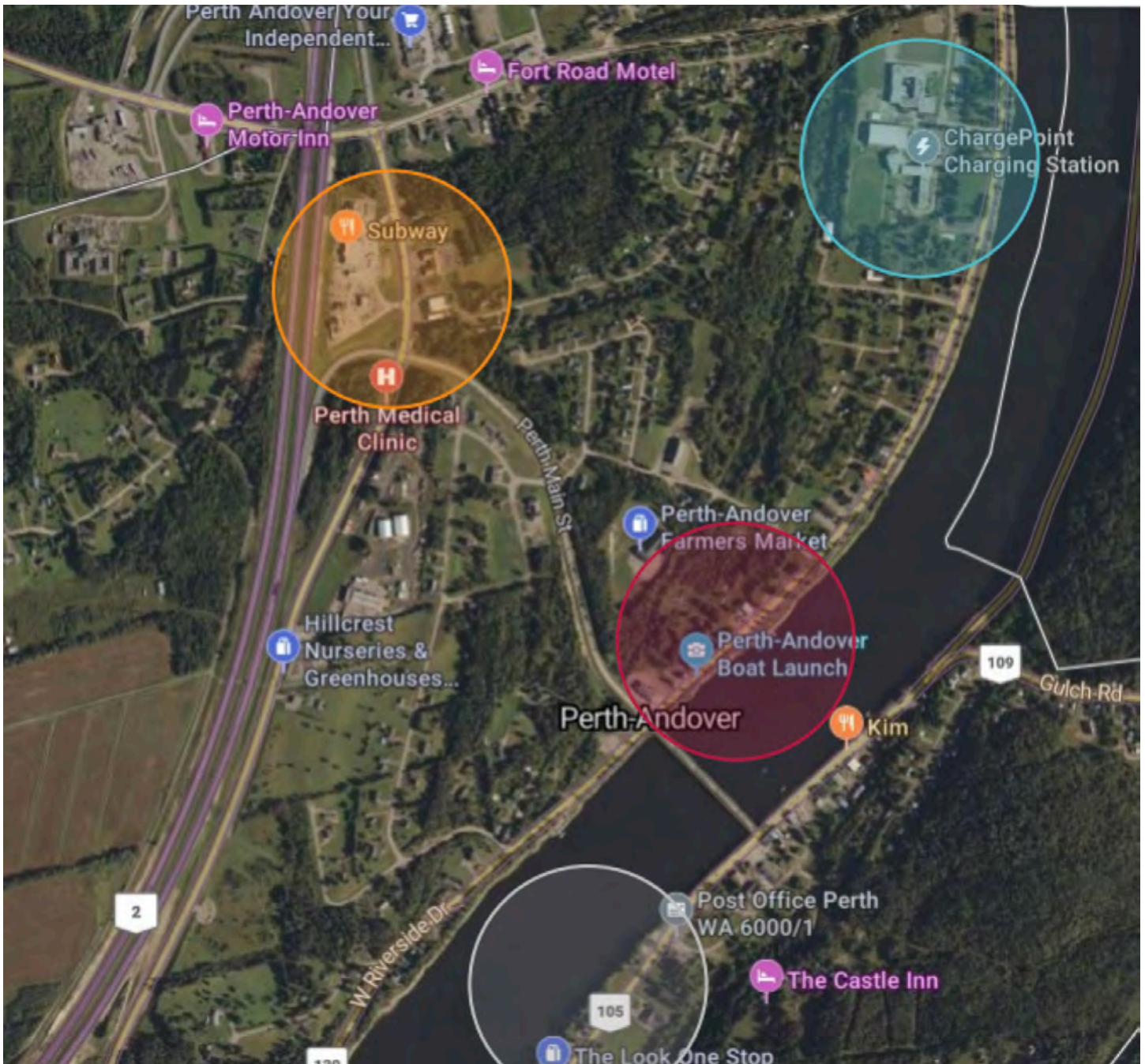
### Accommodations and Commercial Service Enhancement

|                 |                  |                         |                                     |
|-----------------|------------------|-------------------------|-------------------------------------|
| <b>Strategy</b> | <b>Long-Term</b> | <b>Effort:<br/>High</b> | <b>Financial Impact:<br/>Medium</b> |
|                 |                  |                         |                                     |

Acting as a tourism destination, hosting sport tourism events or capturing new tourism dollars as visitors pass along the Trans-Canada is a viable opportunity for the community, but there is a need for future accommodations and commercial services.

Working with Economic Development and Tourism develop a plan to explore expanding the commercial and hotel potential of the region.

# The Clustering Concept



The Village of Southern Victoria encompasses a large geographic area, measuring 35.65 Sq Km, especially when compared to similarly populated communities with an average landmass of 18.26 Sq Km in New Brunswick. This significant size presents challenges for providing recreational services. The average population density in comparable communities is approximately 254.30 residents per Sq Km, while the Village of Southern Victoria has a lower density of 74.58 residents per Sq Km. Consequently, the project team acknowledges that delivering recreational services across such a vast area with relatively few inhabitants creates barriers to accessibility and sustainability.

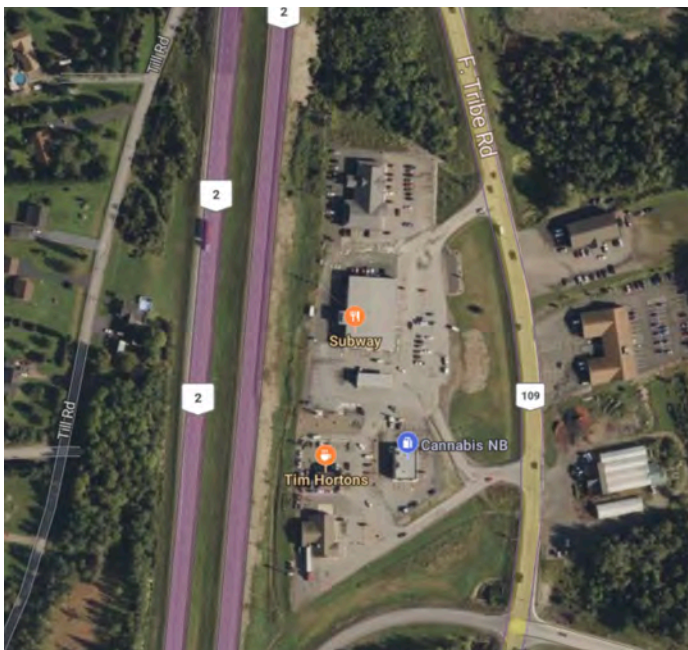
When the community was consulted about the most valued recreational services offered by the Village of Southern Victoria, they highlighted the Civic Centre, Trails and Walking

Loops, Playgrounds, Waterfront Park, and the Pool as their top preferences. As the project team assessed the challenges posed by the expansive, low-density service area and the distribution of important amenities, they explored the idea of activation clusters or nodes. This approach aims to consolidate key recreational amenities that promote high usage and participation within specific areas or districts, thereby maximizing synergy and engagement in those spaces. This analysis led to the identification of four primary activation clusters that already existed, shaped by previous decisions regarding facility locations and a combination of municipal and private investments.

These clusters include:

## The Service and Retail Cluster

This cluster is characterized by its accessibility to the local community and its connection to the TransCanada Highway, attracting visitor traffic. It offers essential services such as food and beverage options, retail opportunities, and fuel and convenience services. The local community actively engages with this cluster, which is further energized by the influx of visitors and those utilizing the TransCanada Highway.



### Key Cluster Strategies

- Easy access for vehicles
- Fuel and convenience services
- Retail and shopping options
- Vehicle parking and rest areas

### Future Enhancements for the Cluster

- Enhanced connectivity and integration with existing trail systems.
- A more effective signage strategy to attract short-term visitors to explore the waterfront and available services.
- Further development of similar amenities within this activation cluster.
- Expansion and connectivity of hotel and accommodation options.

## The Waterfront Cluster

This service cluster focuses on promoting access and the natural beauty of the Saint John River system, which flows through the heart of the community. It provides direct access to the river for watercraft and offers personal and recreational experiences along the shoreline. Catering to both passive and active users, the Waterfront Cluster serves as a recreational space and community gathering spot, while also attracting tourists traveling by vehicle who may seek a rest during their journey or consider an overnight stay. Due to the area's high flood risk, waterfront development must be designed to facilitate easy installation and removal of structures, requiring careful planning.



### Key Cluster Strategies

- Actively engage with the waterfront or encourage passive enjoyment.
- Preserve the natural beauty of the waterfront area.
- Develop flood-resilient structures that can be easily adapted.
- Promote boating in all forms, fishing, and water-based activities.
- Provide rest areas for commuting groups.
- Create recreational opportunities for all ages, including play structures, beach volleyball, cornhole, and hopscotch.
- Design aesthetically pleasing spots for social media moments.

### Cluster Enhancement for the Future

- Opportunities for storytelling on social media with picture-worthy features.
- Beach volleyball courts.
- Expanded opportunities for boating.
- Rest areas for vehicles that do not obstruct or impede views.
-

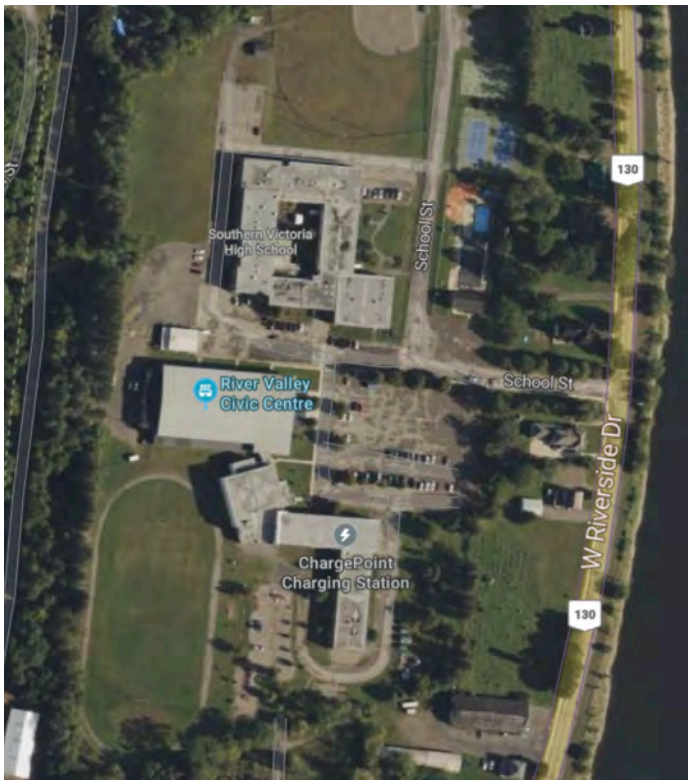
## The Sport Cluster

This service cluster is centered around the significant sports and recreational infrastructure that has been developed in a connected and organized manner, aimed at maximizing multisport venues as hubs for activity and visitation.

The current grouping of the River Valley Civic Centre, outdoor court spaces, aquatic center, Southern Victoria High School, Andover Elementary School, and outdoor field spaces creates a unique cluster of sports amenities that encourage high usage and engagement.

This sport cluster has the potential to serve as a hub for local activities and as a tourism destination for visiting teams and events. With a strong reliance on vehicle and bus access, this proposed cluster will be the focal point for sports amenities and activities.

Future considerations should prioritize sports-based amenities and enhance the experiences of both active users and fans.



### Key Cluster Strategies

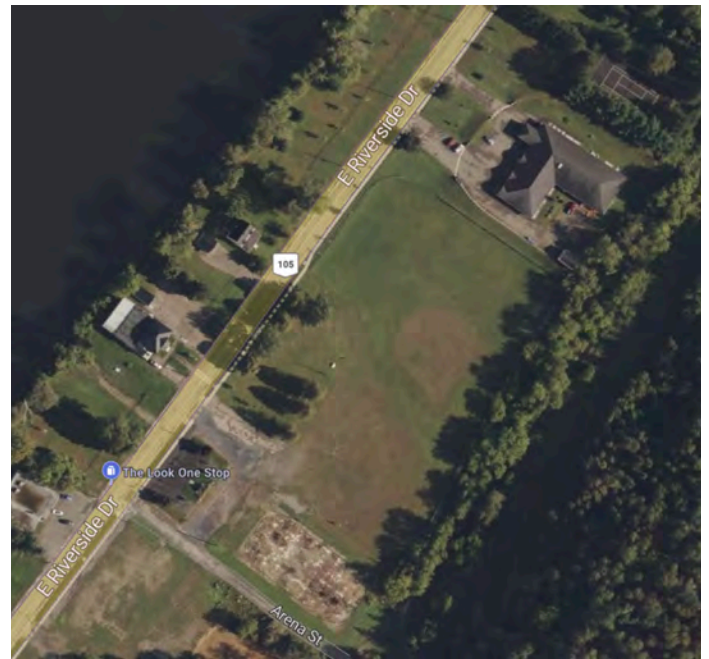
- Facilities centered around sports.
- Capacity to utilize high demand parking.
- Capability to manage large visitor volumes.
- Coordination between educational amenities and sports user groups.
- Anticipation of emerging sports trends in future planning.

### Cluster Enhancement for the Future

- Explore options to improve accessibility and drop-off areas for the soccer pitch.
- Consider incorporating growing sports like cricket, pickleball, and padel into future developments.
- Activate the extensive parking infrastructure for sports activities such as basketball and pickleball during off-peak parking times.

## The Public Gathering Cluster

This service cluster revolves around large open spaces designed for public gatherings. It aims to maximize the potential of existing infrastructure and ongoing events while enhancing accessibility, acknowledging historical usage, and creating opportunities for future growth. Festivals, events, and gatherings have shown themselves to be successful economic drivers for the community and are well-received in the region. This cluster should focus on the permanent enhancement of essential event utilities, including water access, power sources, and paved infrastructure for equipment and staging. Consideration should also be given to parking facilities, bus parking, and the efficient movement of large crowds in a short time frame.



### Key Cluster Strategies

- Plan and schedule all significant community gathering events within this cluster thoughtfully.
- Design the space for ease of transformation and cost efficiency during setup, takedown, and event management.
- Preserve large open event areas with access to essential utilities at strategic locations to minimize reliance on rented or temporary equipment.
- Ensure continuous access for vehicular and bus traffic.

### Cluster Enhancement for the Future

- Evaluate the current turf and ground levels and consider leveling the space for safety and future applications.
- Explore lighting enhancements within the broader event utility plan to facilitate connectivity and improve safety.
- Consider establishing permanent or semi-permanent structures that support year-round use and can be easily relocated on-site.

## Expanding the Trail System to Engage the Activation Nodes and Clusters

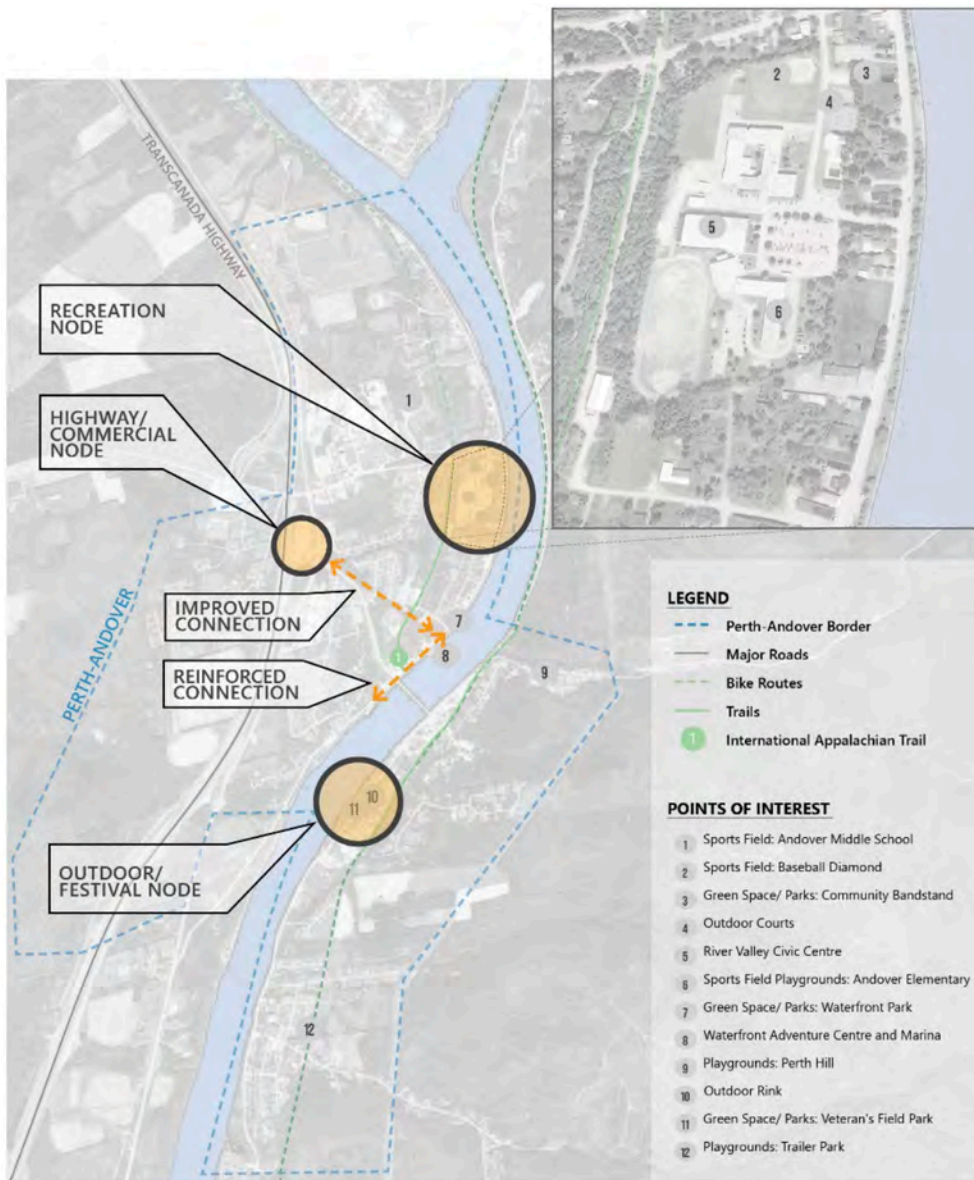
The Village of Southern Victoria boasts a remarkable and varied network of community trails that are highly valued and frequently used by residents and visitors. The current trail infrastructure ranks among the most cherished recreational assets, as highlighted during public engagement.

As the development of activated clusters of amenities moves forward, establishing connections between these thoughtfully designed and complementary activity nodes will be crucial. This strategy will require significant long-term planning and investment from the Village and its partner organizations.

While each cluster, or activation node, will play a vital role in the community strategy and recreation plan, the overall success will be greatly enhanced by expanding the existing trail system to link with the proposed activation nodes and clusters, while simultaneously broadening the current trail network.

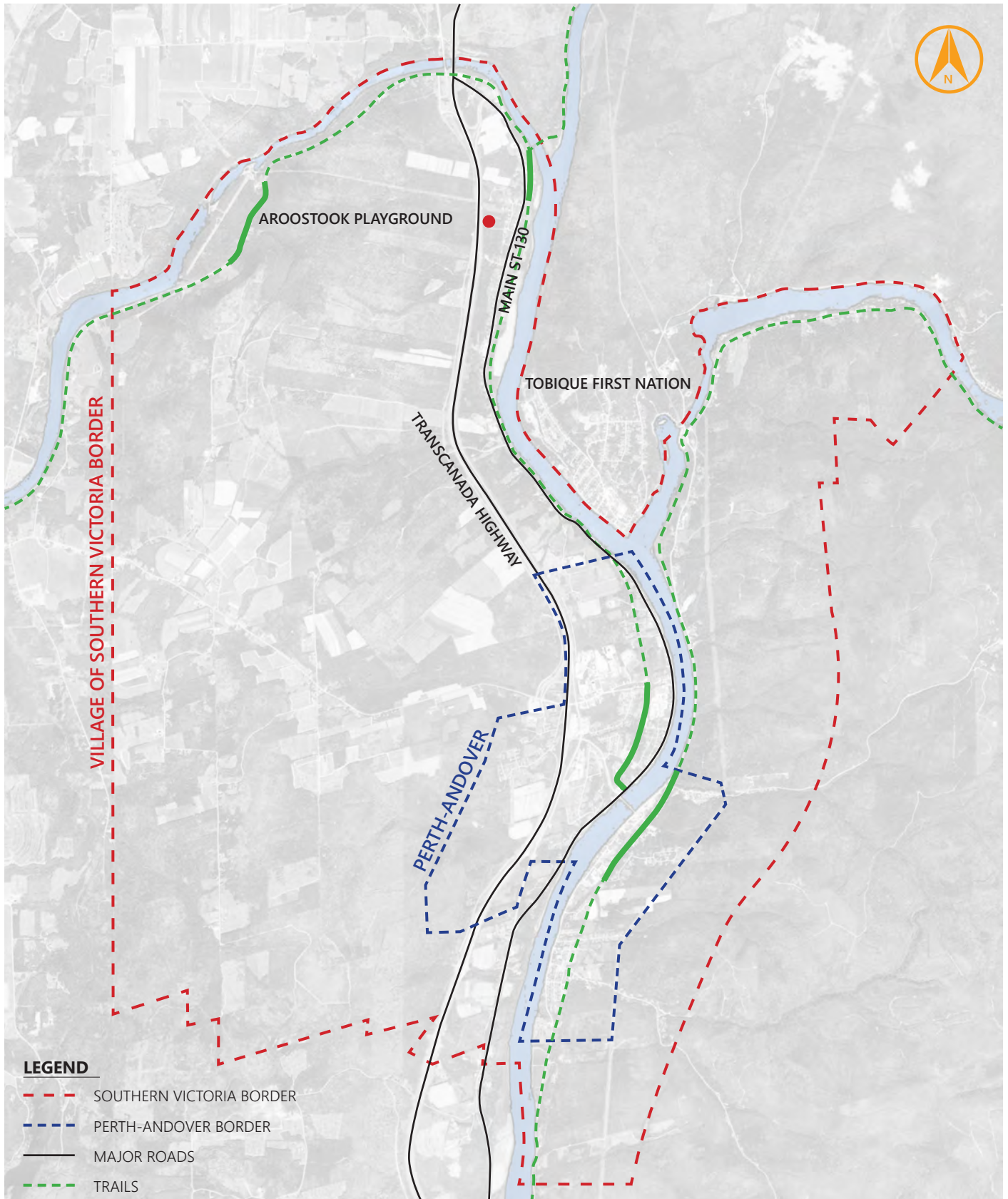
The following series of images illustrates conceptual examples of how this expansion can be envisioned, including rest stops, signage, existing and new points of interest, and community perspectives for future planning.

The recommendations presented in the subsequent content aim to offer creative concepts and potential routing enhancements for the Village of Southern Victoria’s future investments in recreational trails.

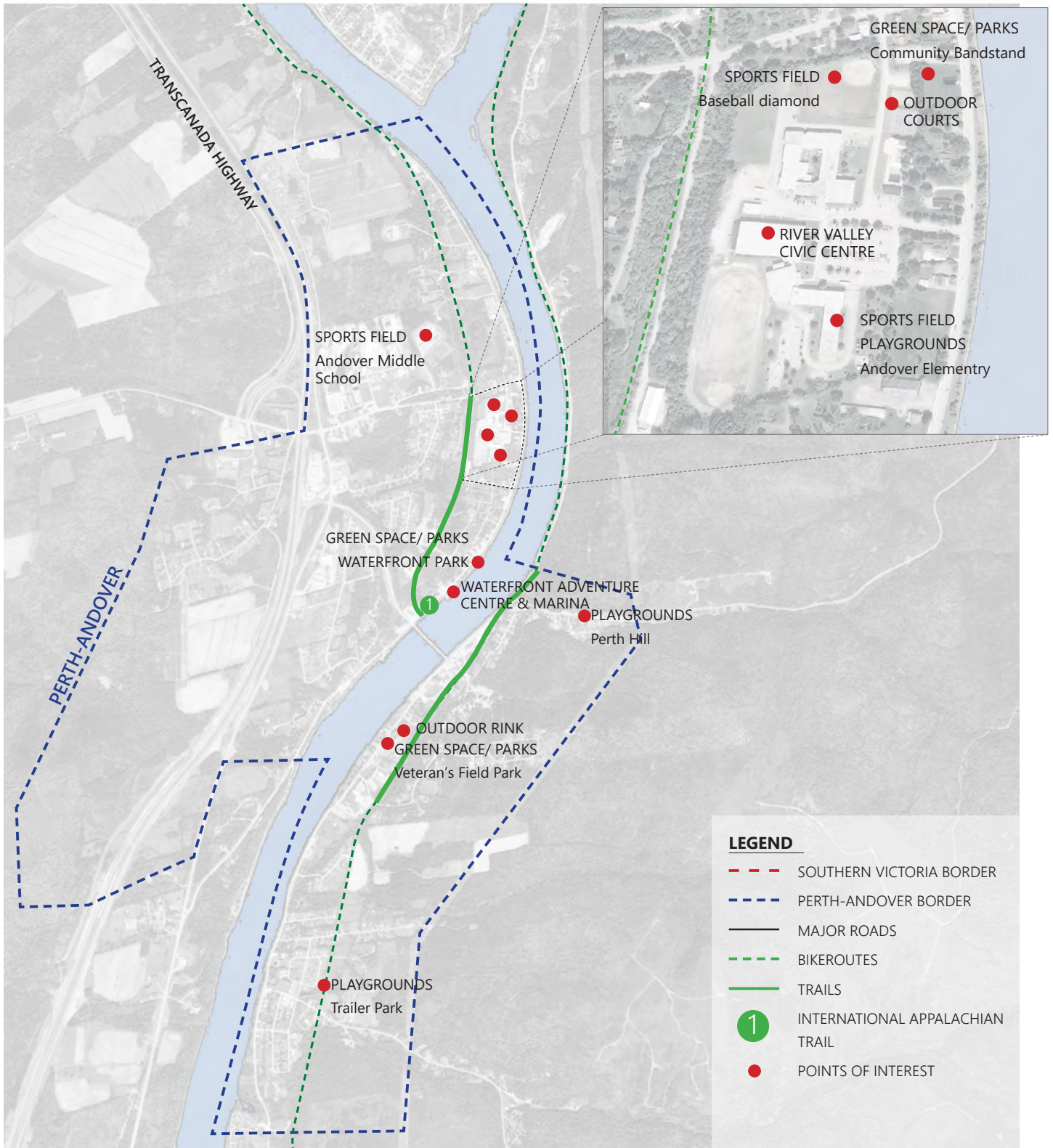


# Trail clustering/Activation Nodes Concept

## Context Map 1: The Region



# Context Map 1: Parks, Recreation, and Leisure Amenities



# Highway/Commercial Node



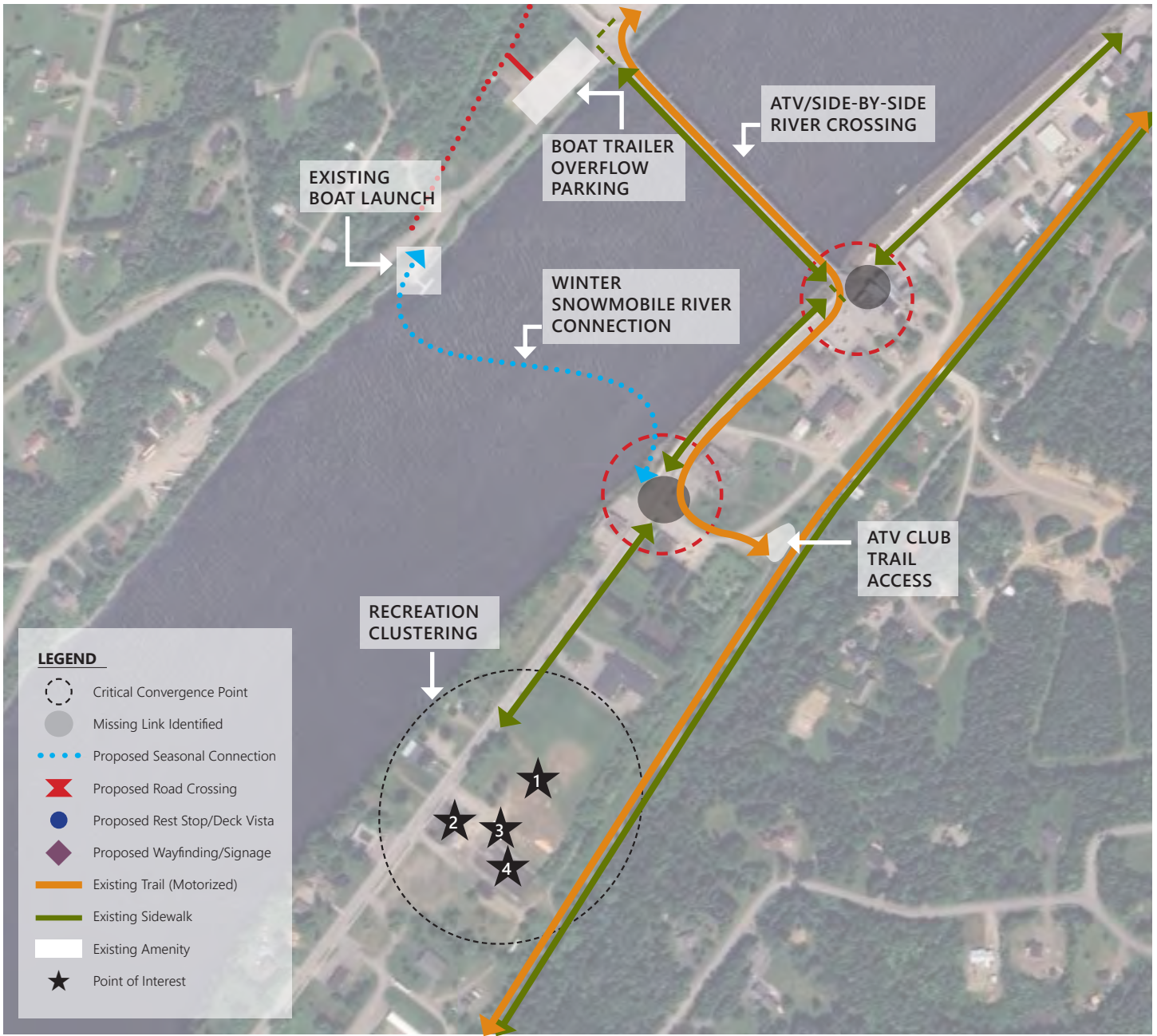
Points of Interest:

1. Visitor Information Centre

2. Perth Andover Waterfront Adventure Centre

3. Royal Canadian Legion

# River Crossing



Points of Interest:

1. Festival Site    2. Perth-Andover Cenotaph Memorial Park    3. W/C Building    4. Outdoor Rink

# Recreation Node



**Points of Interest:**

- 1. David Moore Field Baseball Diamond
- 4. River Valley Civic Centre

- 2. Outdoor Courts

- 3. Green Space/Park: Community Bandstand

- 5. Andover Elementary Sports Field/Playground



Signage being installed for Perth-Andover Community Trails to be installed in the Spring.

## Signage

The current state of signage includes an array of sign types, and sizes for various modes of pedestrian and vehicular traffic. Signs are installed by various departments and organizations at the local, provincial, national, and international levels while minimally incorporating village branding. Sign types will need to vary based on user needs but can follow a broader, more comprehensive branding strategy.

## Recommendations for Visitor Information

### Heirarchy and Trailhead Names

- Repeat Information consistently and in the same sequence throughout the system.
- At orientation kiosks repeat the trailhead name, followed by icons showing the trail use, trail name, trail number, and distance.
- To help visitors remember and find trailheads, name them after the road they are located on
- The trailhead name will have a direct relationship to.



# Consolidating Signage

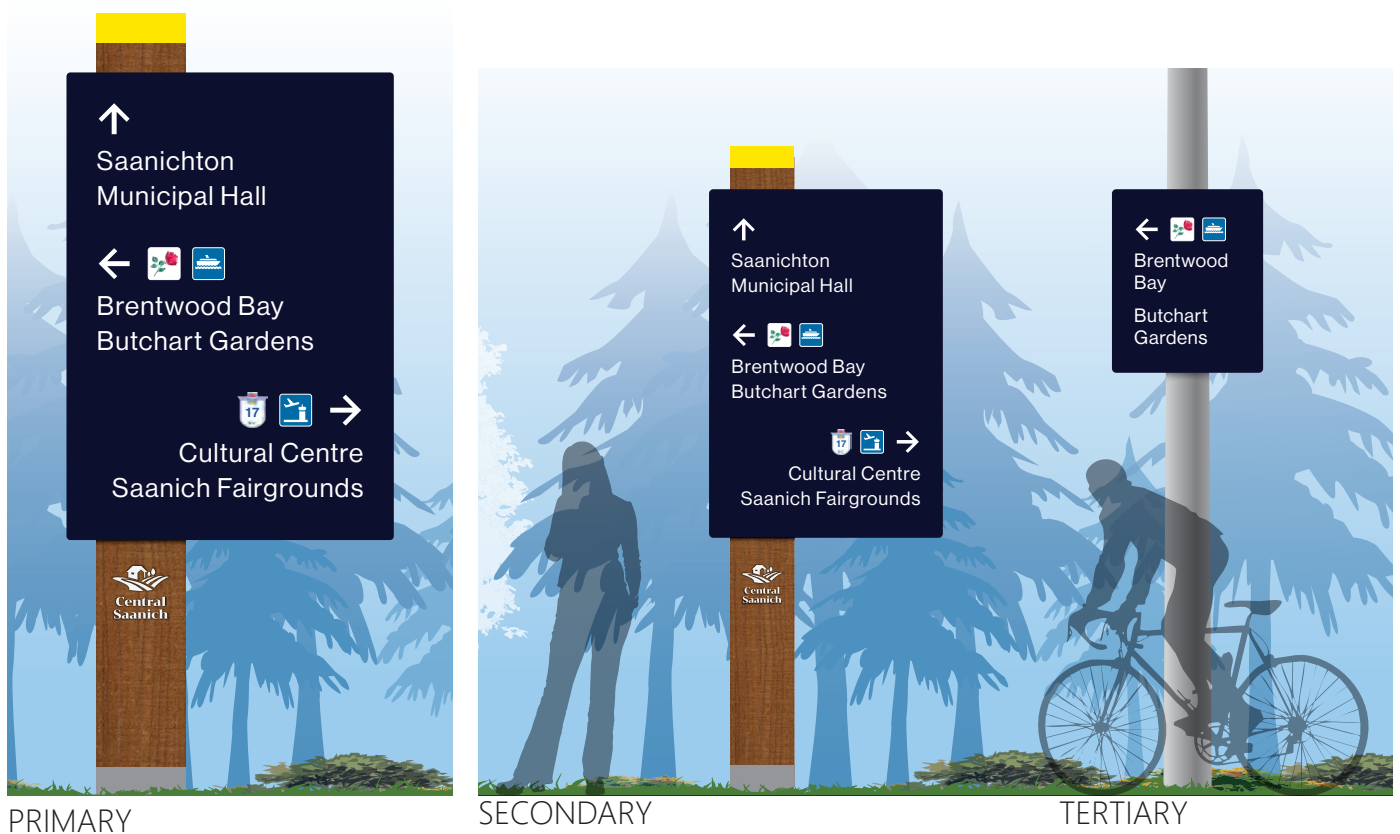
Moving to a consolidated form of signage with increased legibility increases accessibility and improves safety for residents and visitors by demonstrating information in a consistent fashion. This also allows for the village's branding and character to be demonstrated consistently while still maintaining the identities of regional trail networks. Signage that would be most beneficial can be broken down into the following categories:

- Directional - Vehicular
  - Primary
  - Secondary
  - Tertiary
- Directional Park and Trail Signs - Vehicular and Pedestrian
  - Primary
  - Secondary
  - Tertiary
- Informational - Information, Safety, and Regulatory Signs

Future additional signage that could be included consists of interpretive signage and point of interest signage that highlights historical and cultural significance and viewpoints along trails and walkways as well as banners emphasizing different distinct areas, reflect significant holidays, and showcase local art.



## Directional – Vehicular | Motor Vehicles, Passenger Vehicles, Bikes, ATVs, & Snowmobiles



*Primary, Secondary, and Tertiary Signage Developed by BONDCreative for Central Saanich in BC.*

Directional signage, specifically at points where traditional vehicular traffic is intersection with ATVs and Snowmobiles would direct motorist to hard to find areas and trailheads while informing passenger vehicles of other motorized vehicles that may be sharing or appear on the road. Due to the speed at which vehicles should be traveling, the secondary size would most likely be adequate for most situations, located at or close to main intersections. Tertiary directionals would be most beneficial where only some information is necessary and would be affixed to existing posts where possible in between other directional signage.



*Signage that could be developed into Primary Directional Signage*



*Signage that could be developed into Secondary or Tertiary Directional Signage*

- **Primary Vehicle Directional**

Primary signs have taller sign faces allow for content to be at a suitable scale for legibility.

- **Secondary Vehicle Directional**

Secondary signs are scaled down versions of Primary Vehicle Directional Signs, intended for locations where vehicle speeds are slower which allows the reduced text size to still be legible

- **Tertiary Vehicle Directional**

Tertiary signs are used where a smaller amount of information is needed and is affixed to existing posts when possible.

## Directional Park and Trail Signs | Pedestrians, Bikes, ATVs, & Snowmobiles

Although Vehicular Directionals can also benefit pedestrians, pedestrian focused directionals include a significant amount of information that would be beneficial to pedestrian and small vehicular users alike. Large Trailhead Orientation Kiosks allow for additional regulations and messages to be posted adjacent to overall trail information, Trail Directionals focus on navigation while Vertical Trailmarkers highlight trail information, usage details, and additional important information.



Example of a Primary Trail Sign (Trailhead Orientation Kiosk) from Cattaraugus County Trail Network in New York State.

### Primary

Large Trailhead Orientation Kiosks offer the opportunity to include a comprehensive map of the trail system and surrounding area. This style also allows for additional information to be posted and changed or rotated as needed. The particular style shown offers some protection from the elements and could possibly be integrated with the signage being implemented for the Community Trails. Large kiosks are used as major wayfinding points and have been proposed as being located at or near trailheads and other locations of significance.



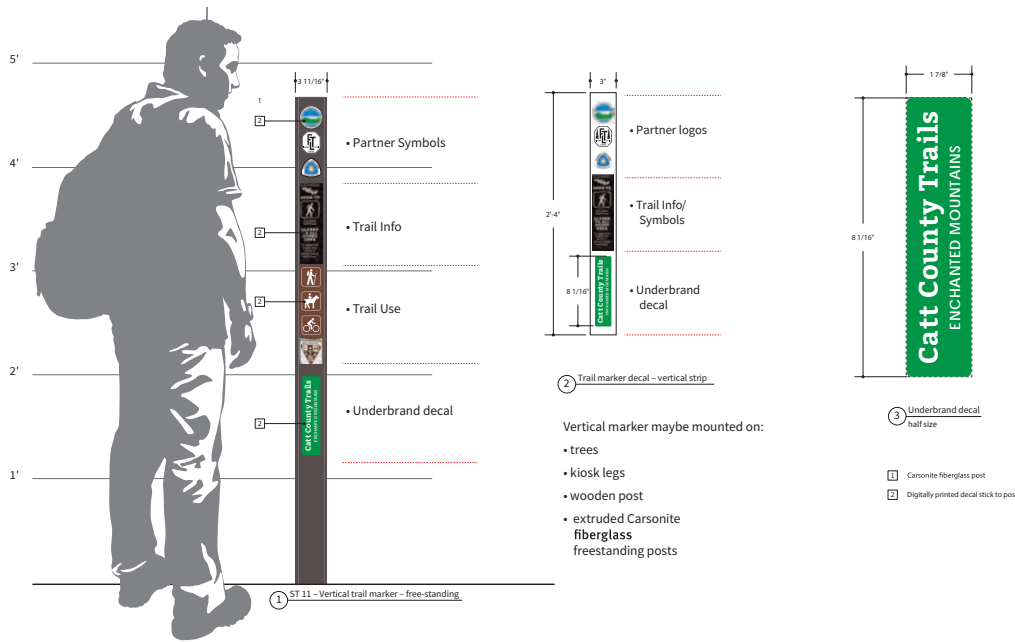
The chosen location could potentially have a version of the Primary or Secondary directional signage as the trail to the left is part of the IAT Network and may need additional notices to be posted notifying hikers of conditions ahead on the trail or general trail markings on the side of a Secondary sign could be deemed sufficient. A Park Trail ID Markers would not be applicable as they are more suited for local trails.



Example of a Secondary Trail Sign from Cattaraugus County Trail Network in New York State.

### Secondary

Trail Directionals focus on navigating to and from destinations. While text is typically the descriptor for the location, icons can be included as well on the front/back of the sign, or on the side, similar to Vertical Trailblazers. Trail Directionals are located at major trail and road intersections where an Orientation Kiosk is not already located



Example of Tertiary Trail Sign from Cattaraugus County Trail Network in New York State.

## Tertiary

Vertical Trailblazers can be placed on a variety of surfaces including trees, kiosk legs, wooden posts, fiberglass, and other freestanding posts. The proposed marker is a wooden post and primarily uses symbols to convey important trail information and trail usage details. Trailblazers should be a reasonable distance apart to help with navigation, with increased frequency when sightlines are heavily obscured. These markers, especially on pedestrian only trails, are critical for navigation and can be useful in emergency situations when emergency locator codes are also included. QR codes can also be a valuable addition to link to websites that have the most up to date information and resources when it may be difficult to replace stickers and signage.



The chosen location would benefit from having a Trailblazer as there is currently no directional signage and the path becomes obscured.

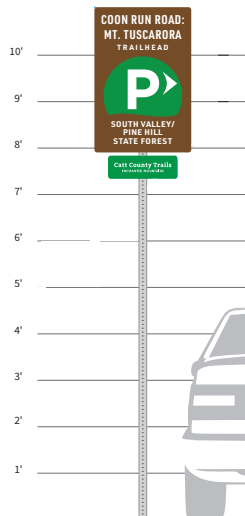
# Informational (Information, Safety, & Regulatory Signage)



Example of Regulatory, Informational, and Park Trail ID Signage as well as Trailblazer with emergency locator codes designed to be used in Central Saanich in BC.

## Informational Signage

Informational signage for safety and regulatory purposes is essential for pedestrian safety, especially on shared trails. Including emergency locator codes can be applied to multiple signage types and assure that all users who may be in need of emergency assistance are able to receive it. For local trails, a Park Trail ID could be useful at more minor trail heads where directional information is not necessary but regulatory information is.



Example of a Parking Sign from Cattaraugus County Trail Network in New York State. The sign clearly displays the trailhead name, parking icon and directional arrow, the trail system, and underbranding.

Locations such as the boat dock should include regulatory signage for various seasons as it also acts as the Snowmobile connection in the winter months. Signage of a similar size would also be beneficial for parking purposes in areas similar to the dock.

8

# Enhancement Recommendations



# Enhancement Recommendations

The following design recommendations outline enhancements that would be beneficial to the current amenities offered by the Village of South Victoria. The recommendations are based on a variety of considerations and best practices, including the accessibility, safety, sustainability, lifecycle, and programmatic needs of the site.

## River Valley Civic Centre (RVCC) | 11 School St., Perth-Andover, NB

### General Enhancement Recommendations

- **Modify existing storage:** modify the existing under-bleacher storage rooms (secure cages) such that the walking track can remain open for more extended durations.
- **Install high-quality sound and lighting for events:** upgrade the arena's sound system and lighting to enhance the experience during games, practices, and special events, making it more professional and engaging.

### Program Space Opportunities

Introduce or plan for the following program space enhancements:

- **Introduce a youth training zone:** set up a designated area with skills development equipment such as shooting targets, agility ladders, and balance training tools for hockey players and aspiring athletes.
- **Add a skating skills training area:** install synthetic ice or a designated space with training tools such as shooting pads or stick-handling stations to help players practice off-ice.

### Recommended Enhancements to Improve Operations

- **Install digital sign-up or booking systems:** provide easy-to-use digital kiosks or apps for booking ice time, gym sessions, and meeting rooms, improving accessibility and convenience for users.
- **Expand the fitness gym with sports-specific equipment:** equip the fitness gym with additional training machines, free weights, and hockey-specific training tools such as resistance bands, balance boards, and core strength equipment.
- **Engage a concession operator:** find an operator that can operate the concession more consistently or reprogram the space for better use.
- **Host community events and tournaments:** organize local youth tournaments, charity events, or school group days to attract different community members and increase traffic to the arena.

- **Offer group fitness classes:** provide group classes like yoga, pilates, or functional training in the fitness gym, appealing to a broader range of visitors, including families and school groups.

**Provide equipment rental for recreational use:** offer skate rentals, sticks, pucks, and other equipment for casual users or tourists who want to try out skating or hockey without owning gear.

## Outdoor Public Pool | 6 School St., Perth-Andover, NB

The following site components are being recommended for enhancements at the outdoor public pool:

### Accessibility and Security Enhancements

- **Enhance poolside lighting:** install LED lighting around the pool to create a more inviting atmosphere for evening swims and enhance the overall aesthetic.
- **Install lockers and secure storage:** add secure lockers for storing personal belongings, providing peace of mind to visitors who wish to swim without worrying about their items.
- **Pool Pod**
  - These are more common in indoor facilities, but seen as an improvement to a lift, as you are stepping onto a platform which then lowers into the basin.



- **Provide accessible pool entries:** install a pool lift or sloped entry to ensure that people with mobility challenges can safely and comfortably access the pool.
  - See below images of pool lifts which can be mounted in fixed locations or can be pulled in and out from around a pool deck. The movable version is one which is often used for facilities where there are multiple potential points of entry, and they can move around the unit (still needs to be fixed/anchored to the deck).
  - These are good offerings but are not always seen as the best method as you are essentially 'craning someone into the pool and requires the assistance of a staff member, so you are not providing an independent method of getting into the basin.



## Washrooms and Change Room Enhancements

Improve the overall patron experience of the existing change rooms/washrooms, including:

- **Improve change partitions.**
- **Construct exterior change cabanas:** construct exterior change cabanas to allow existing interior space to be dedicated to shower and w/c functions
- **Provide barrier-free compliance:** modify washroom stall, showers curbs, vanities, and entry doors to be barrier-free compliant. Eliminate the shower curbs to partially enhance barrier-free access.
- **Conduct repairs:** repair all surface mounted conduit, plumbing, and free-air cabling (aesthetics and fire separation requirements)
- **Repaint washrooms:** paint the washrooms to lighter colours to make the space feel larger.

## Support and Maintenance Space Enhancements

- **Provide additional storage:** add storage for the second-floor space.
- **Enclose plumbing:** enclose the surface mounted plumbing within shrouds.

## Outdoor Public Splash Pad | 6 School St., Perth-Andover, NB

### Enhancement Recommendations

- **Separate splash pad and pool deck:** provide separation between splash pad and pool deck which would allow the splash pad to stay open beyond staffing hours of the pool
- **Install shaded seating areas:** add pergolas or shade structures around the splash park, allowing parents and guardians to relax comfortably while keeping an eye on their children.
- **Add interactive water features:** install water sprayers, fountains, and water jets that respond to movement or touch, providing a fun, interactive experience for children and families.
- **Add splash pads for various age groups:** create separate splash areas tailored to different age groups, including shallow pads for toddlers with gentle water features and more dynamic, higher-pressure jets for older kids.
- **Add a dry play area:** include a nearby dry play zone with traditional playground equipment like slides, swings, and climbing structures to provide balance for kids who prefer less water play.
- **Offer mobile food trucks or concessions:** bring in a rotating selection of food trucks or temporary snack stands near the park to provide refreshments, including ice cream, fruit, and cold drinks.

## Comfort and Program Enhancements

- **Add a shaded waiting area:** provide a shaded space for those waiting to enter the pool or for parents watching children swim, with benches and comfortable seating.
- **Add a poolside café or snack bar:** set up a small kiosk or snack bar near the pool area to offer drinks, snacks, and light meals, making it easier for guests to stay longer and enjoy their visit.
- **Create a social gathering area:** set up picnic tables or lounge seating in a nearby area where families or groups can relax, enjoy a meal, or socialize after swimming.
- **Introduce a poolside music system:** install a water-resistant sound system to play relaxing or upbeat music, enhancing the atmosphere and making the space feel more inviting.

- **Install eco-friendly features:** use recycled water systems or solar-powered pumps to make the splash park more environmentally sustainable, appealing to eco-conscious visitors.
- **Create photo-worthy installations:** design unique, Instagram-worthy photo spots like colorful murals, oversized water toys, or fountains with dramatic lighting to encourage tourists and visitors to take photos and share on social media.



## Green Space / Park Areas / Waterfront Adventure Centre & Marina / Outdoor Rink

### Enhancement Recommendations

Enhancement recommendations have been provided below for the following locations:

- Waterfront Park | 1150 West Riverside Dr., Perth-Andover, NB
- Community Bandstand | 1291 West Riverside Dr., Perth-Andover, NB
- Veteran's Field Park & Pavilion | 540 East Riverside Dr., Perth-Andover, NB

### General Green Space / Park Area Recommendations

The following enhancement recommendations are generally applicable to all three amenities listed above:

- **Improve the pathway accessibility from the road:** provide hard surfaced (concrete/asphalt) or crushed granular pathways from existing roads/parking to the green space/parks trail network.
- **Install standardized signage:** install standardized facility signage including rules of use, who to contact in case of repair/maintenance, directions/wayfinding, and information on programming (this portion of signage could be permanent, while others may be accessed through a digital QR code for information that is variable).
- **Provide improved park seating/weather protection shelters:** locating your seating, access to the space, and waste collection together to limit littering is recommended. Provide an overhead protected weather shelter at seating locations to improve the user experience in sub-optimal weather conditions.

## Waterfront Park / Waterfront Adventure Centre & Marina | 1150 West Riverside Drive, Perth-Andover NB

### Enhancement Recommendations:

The following existing amenities in the area should be enhanced:

- **Install wayfinding and interpretive signage:** add informative signs and maps along the trail that highlight local wildlife, historical landmarks, and interesting facts about the waterfront area.
- **Install interactive fitness stations:** place outdoor gym equipment along the trail, such as pull-up bars, balance beams, and resistance machines, to encourage physical activity for all fitness levels.
- **Create a bike and scooter rental station:** provide bike and scooter rentals at trailheads or key points, making it easier for tourists and locals to explore the waterfront.
- **Develop a dedicated dog park area:** designate a section of the trail where pets can play off-leash, with pet waste stations and seating for owners to relax while their pets' exercise.
- **Add a water play zone or splash pad:** create an interactive water play area near the waterfront where children can cool off, play, and enjoy the environment during the summer.
- **Create a waterfront skatepark or rollerblade path:** designate a section for skateboarding, rollerblading, or scootering, with a smooth, dedicated path or mini skatepark for younger visitors.
- **Create a nature education center or kiosk:** set up an interactive station where visitors can learn about the local ecology, marine life, or environmental conservation efforts in the area.
- **Install fishing piers or platforms:** offer designated spots for fishing along the waterfront, with accessible platforms or piers to attract anglers of all ages and skill levels.
- **Add educational art installations or sculptures:** incorporate public art pieces that engage visitors with environmental themes, historical connections, or local culture, creating a visually stimulating experience along the trail.



## Additional Programmatic Enhancement

### Recommendations

- **Host seasonal outdoor events and pop-up activities:** organize community events like outdoor yoga classes, art exhibits, live music, or farmers markets along the trail to attract families and tourists year-round.
- Add geocaching opportunities: **set up geocaching zones** along the trail with hidden treasures or clues to encourage outdoor exploration and make the experience more interactive for families and youths.

### Community Bandstand | 1291 West Riverside Drive, Perth-Andover NB

#### Enhancement Recommendations:

The following infrastructural enhancements are recommended for the Community Bandstand for the health, safety, comfort, and accessibility of users:

- **Install seating with shade options:** provide benches or seating areas with shade from trees or overhead structures to enhance comfort during events or while relaxing.
- **Install water fountains or bottle refill stations:** provide water stations to keep visitors hydrated during events or on hot days, enhancing comfort and sustainability.
- **Add bicycle racks:** Install secure bike racks around the bandstand so cyclists can easily park and enjoy the park.
- **Add solar-powered lighting:** install energy-efficient, solar-powered lights around the bandstand to improve visibility during evening events and to create a welcoming ambiance.
- **Provide accessible pathways:** ensure that paved, smooth paths lead to the bandstand for easier access by people with disabilities, strollers, or bicycles.
- **Set up a sound system with Bluetooth connectivity:** install a quality sound system that includes Bluetooth capabilities so visitors can play music, create ambiance, or support performances and events.
- **Create a natural amphitheater:** surround the bandstand with gently sloped grass or seating areas to enhance the viewing experience for audiences during events or performances.
- **Develop a small concession area:** a kiosk or food stand offering snacks, beverages, or light meals will increase the appeal of the space for visitors.

Quality of life upgrades might also include the following opportunities:

- **Add greenery and landscaping:** plant flowers, shrubs, and trees around the bandstand to beautify the area, provide a sense of peace, and enhance the connection to nature.
- **Create a community noticeboard:** set up a noticeboard near the bandstand where local events, news, and activities can be posted to encourage community involvement.

- **Provide mobile charging stations:** set up solar-powered charging stations for mobile devices so visitors can stay connected while enjoying the space.
- **Offer Wi-Fi access:** provide free Wi-Fi in the area to encourage digital engagement, social media sharing, and remote work for visitors
- **Install art and sculptures:** include visual arts like murals, sculptures, or installations around the bandstand to make the area more inviting and aesthetically engaging.

### Veteran's Field Park & Pavilion / Outdoor Rink | 540 East Riverside Drive, Perth-Andover NB

#### Enhancement Recommendations:

The following enhancement recommendations are recommended for the current amenities on site:

- **Add summer markings:** add summer court markings to the asphalt surface to encourage recreational summer uses (also include pickleball temporary nets).
- **Add winter dasher boards:** consider setting up winter temporary dasher boards to enhance winter use.

#### Recommended/Possible Additions:

A variety of additional amenities could enhance utilization and introduce or encourage additional sporting and recreation opportunities, including:

- **Add a bicycle pump track:** consider adding a bicycle pump track amenity.
- **Set up a seasonal archery range:** mark a safe, open area with targets and shooting lanes, allowing visitors to practice archery while utilizing minimal infrastructure.
- **Install a temporary beach volleyball court:** use removable poles and netting to create a beach volleyball court in the summer months, giving visitors a space for recreational games.
- **Create a crokicurl area:** set up a temporary crokicurl (a combination of curling and croquet) rink in the winter, with moveable boards and rocks for a fun and accessible community activity.
- **Add portable bocce ball courts:** mark out flat, clear spaces on the asphalt or in the greenspace for temporary bocce ball courts, providing a relaxed, social outdoor game for families and friends.
- **Offer temporary mini-golf setups:** use movable, lightweight materials to create a mini-golf course during the summer, which can be easily disassembled during the flood-prone season.
- **Set up a frisbee golf course:** use portable baskets and signs to establish a disc golf course that can be easily removed when flooding is expected, offering a fun and accessible activity for all ages.

- **Create a seasonal outdoor ice-skating path:** in the winter, mark a winding ice-skating path on the rink and surrounding areas, allowing visitors to skate on a non-traditional rink layout without requiring major structures.
- **Install removable outdoor ping pong tables:** provide portable ping pong tables that could be set up on the asphalt or in the greenspace for active play, especially for youth and families.
- **Develop an outdoor yoga or fitness area:** use temporary markings or light equipment such as mats, ropes, or cones to designate a fitness zone where individuals can participate in yoga, tai chi, or other low-impact workouts.
- **Create a pop-up outdoor cinema space:** set up a temporary projection screen and seating area on the open greenspace for occasional movie nights, bringing the community together for a fun and low-cost activity.
- **Establish a seasonal sledding hill:** in winter, designate a safe area for sledding to allow families to enjoy the snow without needing additional infrastructure.
- **Provide a temporary obstacle course:** use moveable objects such as tires, cones, and ropes to create an outdoor fitness or challenge course that can be altered to suit different age groups or abilities.
- **Install removable basketball nets:** set up portable basketball hoops on the asphalt rink, creating spaces for pick-up games or casual shooting practice during the summer.
- **Organize outdoor fitness classes or boot camps:** Provide temporary class setups for outdoor fitness groups, such as boot camps, Zumba, or aerobics, making use of the open space for group activities.
- **Add a temporary kite-flying area:** designate a wide, open section of the greenspace for kite flying, where families and kids can enjoy a low-cost, fun outdoor activity on windy days

## Outdoor Courts

### General Outdoor Court Enhancement

#### Recommendations

The following enhancement recommendations are generally applicable to both outdoor court amenities:

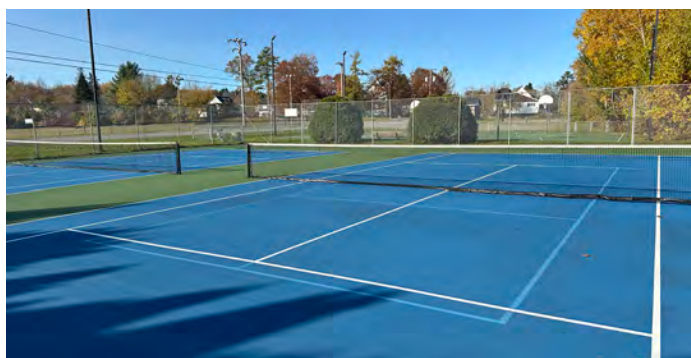
- **Modify existing access:** modify any gate access to permit both the top and bottom kickplate panel to be operable. This will reduce site accessibility concerns for wheelchair users, strollers, and people with mobility issues. Moreover, improve the pathway accessibility from the road to help with accessibility challenges.
- **Install signage:** install standardized facility signage including rules of use, who to contact in case of repair/maintenance, information on programming (this portion of signage could be permanent, while others may be accessed through a digital QR code for information that is variable).

- **Provide Shelter:** provide an overhead protected weather shelter to improve the user experience in sub-optimal weather conditions.



### Specific Basketball Court Enhancement Recommendations

- **Provide net height variation:** all six (6) nets are currently at the same height. It would be ideal to modify side nets to provide variation in net heights (for instance, for smaller children).
- **Provide additional line markings:** side keys could be reduced, and a three-point line could be introduced to support 3-on-3 play.
- **Provide improved seating:** improved seating/viewing is recommended.
- **Consider co-location of park amenities:** co-locating seating, access to the space, and waste collection (grouping them more closely together) should help to limit littering.



### Specific Tennis Court Enhancement Recommendations

- **Adjust to Pickleball requirements:** remove one tennis court and split this area into two dedicated pickleball courts (the current tennis net could be maintained as a divider between the courts to 'catch' stray balls). Improve the line marking contrast for pickleball (colour).
- **Provide seating:** supply seating inside the fence line (this may require adjustments to the current fence line).



## Sports Fields

The following enhancement recommendations are applicable to:

- David M Moore Baseball Diamond | School Street, Perth-Andover, NB
- Perth-Andover Middle School Soccer Field | 20 Nissen Street, Perth-Andover, NB
- Andover Elementary School Soccer Field | 9 School Street, Perth-Andover, NB

### General Sports Fields Enhancement Recommendations

The following enhancement recommendations are generally applicable to your outdoor sports fields:

- **Provide overhead shelter:** provide an overhead protected weather shelter for spectators away from bleachers as an area of refuge for storm and adverse weather events.
- **Improve site access:** provide a paved asphalt trail from the drop-off point to the field or otherwise improve pathway accessibility.
- **Improve lighting:** improve lighting conditions for school soccer fields for increased security and enhanced use.
- **Provide waste management solutions:** provide more waste/recycling opportunities for school soccer fields.

### Specific David M Moore Baseball Diamond Enhancement Recommendations

Provide pitching/batting tunnel: accommodate a fenced pitching/batting tunnel outside of the field of play (adjacent

to the left field dugout would be ideal to prioritize accessibility from road. This configuration also provides separation from adjacent residents along right field).

- **Add seating:** provide additional picnic bench seating options along the left field fence line adjacent to the road.
- **Upgrade the dugouts:** upgrade the dugouts to provide additional weather protection, as well as additional dugout storage options for teams.
- **Supply a hose bib:** supply a maintenance hose bib to the side of one of the dugouts to assist in groundskeeping.
- **Add demarcations:** add foul poles/demarcation.
- **Replace broken or aging signs and markers:** replace the broken outfield fence distance markers. Also, replace the existing field sign, as it is incredibly sun-faded.
- **Install Standardized Signage:** install standardized facility signage including rules of use, who to contact in case of repair/maintenance, information on programming. This portion of signage could be permanent, while others may be accessed through a digital QR code for information that is variable.

### Specific Perth-Andover Middle School Soccer Field Enhancement Recommendations

The following components are recommended for enhancements at the middle school soccer field:

- Improve accessibility site-wide.
- Provide improved parking lot capacity.
- Provide nets and line markings for cross-fields.

### Specific Andover Elementary School Soccer Field Enhancement Recommendations

The following components are recommended for enhancements at the middle school soccer field:

- **Improve drop-off zone/access:** improve vehicular drop-off access.
- **Provide additional markings:** provide additional line markings for throwing sports. Provide additional track and field surfaces/markings, as well as distance markings. Provide archery/target markings and football/rugby lines, as may be appropriate, and based on community need.





## Playgrounds

### General Playground Recommendations

Playgrounds located within the Village of Southern Victoria include:

- Perth Hill Playground | 52 Gulch Road, Perth-Andover, NB
- Trailer Park Playground | 2 Trueman Street, Perth-Andover, NB
- Andover Elementary Playground | 9 School Street, Perth-Andover, NB

The following enhancement recommendations are generally applicable to the above-noted playgrounds:

- **Reevaluate swing configurations:** if the playground has swings, consider swapping some of the existing swings out for infant swings. If the playground has no swings, add or relocate some swings from another park that has an excess (again, ideally with some provisions for infant swings).
- **Provide signage:** add signs identifying the name of each park. Also add a 'rules of use' sign to communicate desired behaviours and hours of operation, as well as contact information if any park facilities are found to be in disrepair.
- **Improve site access:** improve accessibility from the road as follows:
  - At Perth Hill Playground, there is no path from sidewalk to the park and navigating the elevation change would be a challenge.
  - Offer gate access from front parking lot or supply a hardscaped path from back of the RRVC at Andover Elementary Playground.



- Provide a path from the sidewalk to the park at the Trailer Park Playground. A culvert with grass would be beneficial.
- **Provide additional seating:** Additional seating could be supplied.
  - A picnic table is available at Perth Hill Playground, but in a corner of park with minimal play activities; it could be relocated for improved utilization and accessibility.
- **Consider co-location of park amenities:** co-locating seating, access to the space, and waste collection (grouping them more closely together) should help to limit littering.

### Perth Hill Playground Enhancement Recommendations

- **Provide shelter:** provide overhead protected weather protection as an area of refuge for storm and adverse weather events.
- **Provide a basketball key:** extend the basketball surface to make it large enough to accommodate a key free throw line.
- **Provide parking.**

### Trailer Park Playground Enhancement Recommendations

- **Provide shelter:** provide overhead protected weather protection as an area of refuge for storm and adverse weather events.
- **Provide an open-sided fire pit:** remove or replace the fire pit with one that is open sided to better allow for gatherings (if desirable).

### Andover Elementary Playground Enhancement Recommendations

- **Improve barrier-free accessibility/safety:** modify fall protection surfaces around specific play structures with existing features to make them more accessible to participants with mobility challenges (including age diversity). Also pour concrete on the surface below the shelter to make it barrier-free.

### Aroostook Playground Enhancement Recommendations

- **Replace the swings:** replace the swings with different structures or reduce numbers of swings and rotate the structure by 90-degrees to mitigate the tight adjacency to the hill.

# Project Cost Estimates

The following baseline cost projections have been established for the proposed amenity enhancements/upgrades. As with any project, the actual cost at the time of construction will be the result of a variety of factors (i.e., selected level of finish, date of construction, condition of the asset etc.).

As a rule, we anticipate the level of investment for each of the identified areas of improvement to be as follows:

| Item  | Low Financial Investment (1-3) | Moderate Financial Investment (4-6) | High Financial Investment (7-10) |
|---|--------------------------------|-------------------------------------|----------------------------------|
| <b>River Valley Civic Centre</b>                          |                                |                                     |                                  |
| Modify existing storage                                   |                                | 6                                   |                                  |
| Install high-quality sound for events                     |                                | 6                                   |                                  |
| Introduce a youth training zone                           | 3                              |                                     |                                  |
| Add a skating skills training area                        |                                | 5                                   |                                  |
| Install digital sign-up or booking systems                |                                | 4                                   |                                  |
| Expand the fitness gym with sports-specific equipment     |                                | 6                                   |                                  |
| Engage a concession operator                              |                                | 4                                   |                                  |
| Host community events and tournaments                     | 2                              |                                     |                                  |
| Offer group fitness classes                               | 2                              |                                     |                                  |
| Provide equipment rental for recreational use             | 2                              |                                     |                                  |
| <b>Outdoor Public Pool</b>                                |                                |                                     |                                  |
| Enhance poolside lighting                                 |                                | 5                                   |                                  |
| Install lockers and secure storage                        |                                | 4                                   |                                  |
| Provide accessible pool entries                           |                                |                                     | 7                                |
| Add a shaded waiting area                                 |                                | 6                                   |                                  |
| Add a poolside cafe or snack bar                          |                                |                                     | 8                                |
| Create a social gathering area                            |                                | 5                                   |                                  |
| Introduce a poolside music system                         |                                | 4                                   |                                  |
| Improve change partitions                                 |                                | 4                                   |                                  |
| Construct exterior change cabanas                         |                                | 6                                   |                                  |
| Provide barrier-free compliance                           |                                | 6                                   |                                  |
| Conduct repairs   |                                | 5                                   |                                  |
| Repaint washrooms   | 3                              |                                     |                                  |
| Provide additional storage                                | 3                              |                                     |                                  |
| Enclose plumbing  | 3                              |                                     |                                  |
| <b>Outdoor Public Splash Pad</b>                          |                                |                                     |                                  |
| Separate splash pad and pool deck                         | 3                              |                                     |                                  |
| Install shaded seating areas                              |                                | 6                                   |                                  |
| Add interactive water features                            |                                | 5                                   |                                  |
| Add splash pads for various age groups                    |                                | 5                                   |                                  |
| Add a dry play area                                       |                                | 4                                   |                                  |
| <b>Green Space/Park Areas (General)</b>                   |                                |                                     |                                  |
| Offer mobile food trucks or concessions                   |                                | 4                                   |                                  |
| Install standardized signage                              | 3                              |                                     |                                  |
| Provide improved park seating/weather protection shelters |                                | 4                                   |                                  |

| Item  | Low Financial Investment (1-3) | Moderate Financial Investment (4-6) | High Financial Investment (7-10) |
|---|--------------------------------|-------------------------------------|----------------------------------|
| <b>Waterfront Park / Waterfront Adventure Centre and Marina</b> |                                |                                     |                                  |
| Install wayfinding and interpretive signage                     | 2                              |                                     |                                  |
| Install interactive fitness stations                            |                                | 5                                   |                                  |
| Create a scooter rental station                                 | 3                              |                                     |                                  |
| Develop a dedicated dog park area                               |                                | 5                                   |                                  |
| Add a water play zone or splash pad                             |                                | 6                                   |                                  |
| Create a waterfront skatepark and rollerblade path              |                                | 6                                   |                                  |
| Create a nature education center or kiosk                       |                                | 4                                   |                                  |
| Install fishing piers or platforms                              |                                | 6                                   |                                  |
| Add educational art installations or sculptures                 |                                | 4                                   |                                  |
| Host seasonal outdoor events and pop-up activities              | 3                              |                                     |                                  |
| Add geocaching opportunities                                    | 3                              |                                     |                                  |
| Expand seasonal boat rentals or water sports activities         |                                | 5                                   |                                  |
| <b>Community Bandstand</b>                                      |                                |                                     |                                  |
| Install seating with shade options                              |                                | 6                                   |                                  |
| Install water fountains or bottle refill stations               |                                | 5                                   |                                  |
| Add bicycle racks   | 3                              |                                     |                                  |
| Add solar-powered lighting                                      |                                | 4                                   |                                  |
| Provide accessible pathways                                     |                                | 4                                   |                                  |
| Set up a sound system with Bluetooth connectivity               |                                | 6                                   |                                  |
| Create a natural amphitheater                                   |                                |                                     | 7                                |
| Develop a small concession area                                 |                                |                                     | 7                                |
| Add greenery and landscaping                                    |                                | 4                                   |                                  |
| Create a community noticeboard                                  |                                | 4                                   |                                  |
| Provide mobile charging stations                                |                                | 4                                   |                                  |
| Offer Wi-Fi access  | 3                              |                                     |                                  |
| Install art and sculptures                                      | 3                              |                                     |                                  |
| <b>Veteran's Field Park and Pavilion/Outdoor Rink</b>           |                                |                                     |                                  |
| Add summer markings   | 2                              |                                     |                                  |
| Add winter dasher boards  |                                | 5                                   |                                  |
| Add a bicycle pump track  |                                | 5                                   |                                  |
| Set up a seasonal archery range                                 |                                | 4                                   |                                  |
| Install a temporary beach volleyball court                      |                                | 5                                   |                                  |
| Create a crokicurl area   | 3                              |                                     |                                  |
| Add portable bocce ball courts                                  | 3                              |                                     |                                  |
| Offer temporary mini-golf setups                                |                                | 5                                   |                                  |
| Set up a frisbee golf course                                    |                                | 4                                   |                                  |
| Create a seasonal outdoor ice-skating path                      | 3                              |                                     |                                  |
| Install removable outdoor ping pong tables                      |                                | 4                                   |                                  |
| Develop an outdoor yoga or fitness area                         |                                | 6                                   |                                  |
| Create a pop-up outdoor cinema space                            |                                | 6                                   |                                  |
| Establish a seasonal sledding hill                              | 3                              |                                     |                                  |
| Provide a temporary obstacle course                             |                                | 4                                   |                                  |
| Install removable basketball nets                               |                                | 4                                   |                                  |

| Item   | Low Financial Investment (1-3) | Moderate Financial Investment (4-6) | High Financial Investment (7-10) |
|--|--------------------------------|-------------------------------------|----------------------------------|
| Organize outdoor fitness classes or boot camps         | 3                              |                                     |                                  |
| Add a temporary kite-flying area                       | 1                              |                                     |                                  |
| <b>Outdoor Courts</b>                                  |                                |                                     |                                  |
| Modify existing access                                 | 3                              |                                     |                                  |
| Install signage  | 2                              |                                     |                                  |
| Provide shelter  |                                | 5                                   |                                  |
| Provide net height variation for basketball courts     | 3                              |                                     |                                  |
| Provide additional line markings for basketball courts | 1                              |                                     |                                  |
| Provide improved seating for basketball courts         | 3                              |                                     |                                  |
| Consider co-location of park amenities                 | 3                              |                                     |                                  |
| Adjust to pickleball requirements for one tennis court | 2                              |                                     |                                  |
| Provide seating at tennis courts                       | 3                              |                                     |                                  |
| <b>Sports Fields (General)</b>                         |                                |                                     |                                  |
| Provide overhead shelter                               |                                | 5                                   |                                  |
| Improve site access                                    | 3                              |                                     |                                  |
| Improve lighting                                       |                                | 4                                   |                                  |
| Provide waste management solutions                     | 2                              |                                     |                                  |
| <b>David M. Moore Baseball Diamond</b>                 |                                |                                     |                                  |
| Provide pitching/batting tunnel                        |                                | 5                                   |                                  |
| Add seating  |                                | 5                                   |                                  |
| Upgrade the dugouts                                    |                                | 6                                   |                                  |
| Supply a hose bib                                      |                                | 5                                   |                                  |
| Add demarcations                                       |                                | 4                                   |                                  |
| Replace broken or aging signs and markers              | 3                              |                                     |                                  |
| Install standardized signage                           | 2                              |                                     |                                  |
| <b>Perth-Andover Middle School Soccer Field</b>        |                                |                                     |                                  |
| Improve accessibility site-wide                        |                                | 4                                   |                                  |
| Provide improved parking lot capacity                  |                                | 4                                   |                                  |
| Provide nets and line markings for cross-fields        | 3                              |                                     |                                  |
| <b>Andover Elementary School Soccer Field</b>          |                                |                                     |                                  |
| Improve drop-off zone/access                           |                                | 6                                   |                                  |
| Provide additional markings                            | 3                              |                                     |                                  |
| <b>Playgrounds (General)</b>                           |                                |                                     |                                  |
| Reevaluate swing configurations                        |                                |                                     |                                  |
| Provide signage  |                                |                                     |                                  |
| Improve site access                                    |                                |                                     |                                  |
| Provide additional seating                             |                                |                                     |                                  |
| Consider co-location of park amenities                 |                                |                                     |                                  |
| <b>Perth Hill Playground</b>                           |                                |                                     |                                  |
| Provide shelter  |                                | 5                                   |                                  |
| Provide basketball key                                 | 3                              |                                     |                                  |
| Provide parking  |                                | 6                                   |                                  |

| Item                                      | Low Financial Investment (1-3) | Moderate Financial Investment (4-6) | High Financial Investment (7-10) |
|---|--------------------------------|-------------------------------------|----------------------------------|
| <b>Trailer Park Playground</b>            |                                |                                     |                                  |
| Provide shelter                           |                                | 5                                   |                                  |
| Provide an open-sided fire pit            | 3                              |                                     |                                  |
| <b>Andover Elementary Playground</b>      |                                |                                     |                                  |
| Improve barrier-free accessibility/safety |                                | 4                                   |                                  |
| <b>Aroostook Playground</b>               |                                |                                     |                                  |
| Replace swings                            | 3                              |                                     |                                  |

9

# Performance Monitoring & Evaluation



# Performance Monitoring & Evaluation

It is crucial to recognize that recreational facilities and programs play a vital role in fostering community building, civic pride, and overall community well-being. Like many community services, these operations are typically funded by taxpayers and managed by local governments. However, it is equally important to assess and monitor the performance of these facilities, ensuring alignment with strategic and governance priorities. In the realm of recreation, two primary metrics are often utilized to establish baseline performance standards for publicly funded services. Here are the top four performance indicators:

## Earnings or Loss

This essential financial metric reflects the assets' performance from a business perspective. Also referred to as profit or net income, earnings or loss indicate the amount remaining after all expenses are deducted from total revenue. In the recreation sector, it is common to encounter a loss; however, some programs, events, and facilities may yield exceptions.

## Cost Recovery

This benchmark indicator is particularly relevant to the recreation industry, as it measures the percentage of total expenses recovered through revenue generation. While positive cost recovery results can occur, it is generally understood that services, amenities, and programs will only partially cover their operational costs through

generated revenue. Cost recovery serves as a foundation for establishing baseline performance outcomes and is especially useful for developing policy positions. It acts as a valuable dashboard tool for performance monitoring.

## Utilization

Given that recreation and sports often operate below a breakeven cost recovery level and rely on municipal funding, another common measure to evaluate performance is the number of users actively or passively engaged with a facility, program, or event over a designated timeframe. If recreational services are deemed beneficial for community health and value, measuring utilization becomes essential. This metric should account for peak seasons (high demand periods for primary user groups) and prime times, which typically align with work and school schedules from Monday to Friday, 4 p.m. to 10:00 p.m. as well as on weekends.

## Annual Visitation

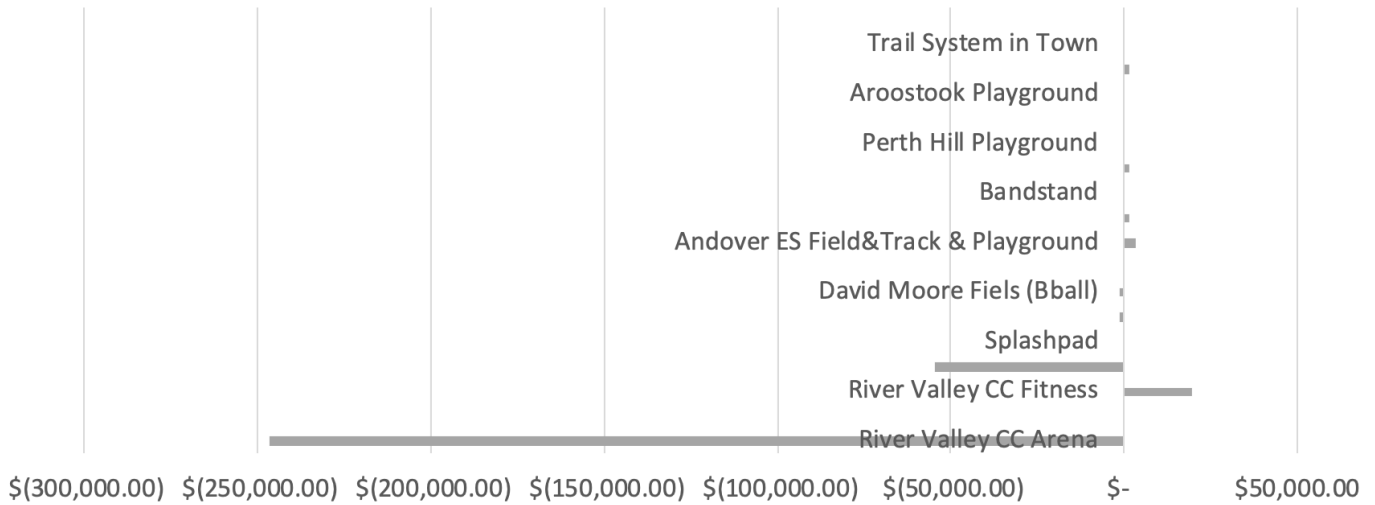
Another key measurement for assessing the performance of an amenity or program is the total number of annual visits, registered guests, or participants. This metric provides insights into the activity level of a space or program and serves as a valuable non-financial measurement for evaluation and tracking.

The following table presents key performance indicators for the facilities located within the Village of Southern Victoria.

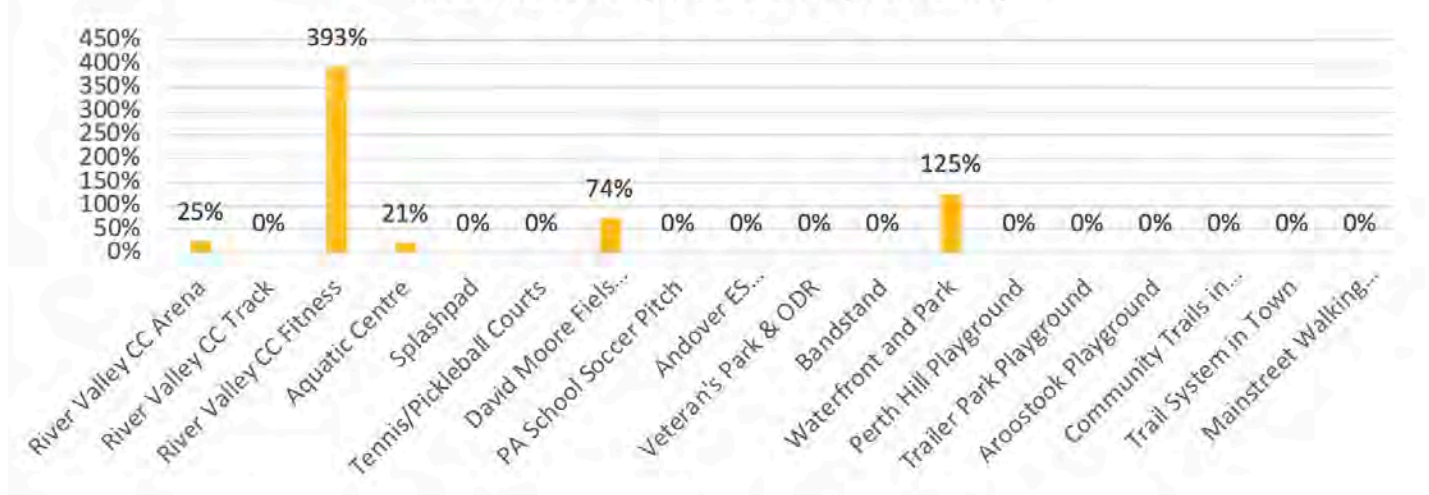
| Village of Southern Victoria, New Brunswick, Operational Summary Data    |  |  |   |   |   |   |  | Performance Impact |                   |                                     |
|--|--|--|---|---|---|---|--|--------------------|-------------------|-------------------------------------|
| Facility Name  | Annual Revenue   | Annual Expenses  | Annual Earnings/Loss  | Cost Recovery or Profit   | Peak Time Utilization (%)   | Non-Peak Time Utilization (%)   | Annual Visitors  | Revenue Per Guest  | Expense Per Guest | Loss/Earnings to Taxpayer per Guest |
| List the name of the amenity as it is best known in the local community. | List the total annual revenue for the most recent or most relevant full operational year. This should exclude grant direct grant funding from the Owner. | List the total annual expenses for the most recent or most relevant full operational year. | The difference between the Total Annual Revenue and Total Annual Expenses for the most recent or most relevant full operational year. | This will be calculated based on annual revenue and annual expenses. Cost recovery is defined by the percentage of expenses recovered by revenue and profit is defined as earnings greater than expenses. | State the percentage of peak time facility space that is utilized. Peak time should consider the highest demand season and time of day. This should be a percentage of the total operational hours available. | State the percentage of non-peak time facility space that is used. Nonpeak time should consider the lowest demand season and time of day. This should be a percentage of the total operational hours available. | This should be the total number of visitors to the amenity or space, this should include participants, spectators, vendors, staff, and any other visitors accessing the space. Consider the total number of visitors (some may visit multiple times) and not unique or independent visits. |                    |                   |                                     |

| Village of Southern Victoria, New Brunswick, Operational Summary Data |                |                 |                          |                         |                           |                               |                 | Performance Impact |                   |   |
|---|----------------|-----------------|--------------------------|-------------------------|---------------------------|-------------------------------|-----------------|--------------------|-------------------|---|
| Facility Name   | Annual Revenue | Annual Expenses | Annual Earnings/<br>Loss | Cost Recovery or Profit | Peak Time Utilization (%) | Non-Peak Time Utilization (%) | Annual Visitors | Revenue Per Guest  | Expense Per Guest | Loss/<br>Earnings to Taxpayer per Guest |
| River Valley CC Arena   | \$81,600       | \$328,099       | -\$246,499               | 25%                     | 80%                       | 20%                           | 39,021          | \$2.09             | \$8.41            | -\$6.32                                 |
| River Valley CC Track   | \$-            | \$-             | \$-                      |                         | 80%                       | 10%                           | 1,293           | \$-                | \$-               | \$-                                     |
| River Valley CC Fitness   | \$26,329       | \$6,692         | \$19,637                 | 393%                    | 85%                       | 60%                           | 7,042           | \$3.74             | \$0.95            | \$2.79                                  |
| Aquatic Centre  | \$14,756       | \$69,412        | -\$54,656                | 21%                     | 100%                      | 0%                            | 5,371           | \$2.75             | \$12.92           | -\$10.18                                |
| Splashpad   |                | \$-             | \$-                      |                         | 80%                       | 20%                           | 1,611           | \$-                | \$-               | \$-                                     |
| Tennis/<br>Pickleball Courts  |                | \$484           | -\$484                   | 0%                      | 25%                       | 5%                            | 150             | \$-                | \$3.23            | -\$3.23                                 |
| David Moore Fields (Baseball)   | \$1,400        | \$1,900         | \$500                    | 74%                     | 60%                       | 10%                           | 1,500           | \$0.93             | \$1.27            | -\$0.33                                 |
| PA School Soccer Pitch  | \$-            | \$-             | \$-                      |                         |                           |                               | 600             | \$-                | \$-               | \$-                                     |
| Andover ES Field, Track & Playground                                  | \$3,245        | \$-             | \$3,245                  |                         | 75%                       | 75%                           | 12,000          | \$0.27             | \$-               | \$0.27                                  |
| Veteran's Park & ODR  | \$-            | \$-             | \$210                    |                         | 50%                       | 10%                           | 6,000           | \$-                | \$-               | \$0.04                                  |
| Bandstand   | \$-            | \$-             | \$-                      |                         | 10%                       | 10%                           | 850             | \$-                | \$-               | \$-                                     |
| Waterfront and Park   | \$4,573        | \$3,655         | \$918                    | 125%                    | 60%                       | 25%                           | 5,474           | \$0.84             | \$0.67            | \$0.17                                  |
| Perth Hill Playground   | \$-            | \$-             | \$-                      |                         | 10%                       | 5%                            | 80              | \$-                | \$-               | \$-                                     |
| Trailer Park Playground   | \$-            | \$-             | \$-                      |                         | 15%                       | 5%                            | 160             | \$-                | \$-               | \$-                                     |
| Aroostook Playground  | \$-            | \$-             | \$-                      |                         | 10%                       | 5%                            | 100             | \$-                | \$-               | \$-                                     |
| Community Trails in Carlingford                                       | \$-            | \$-             | \$1,653                  |                         | 50%                       | 10%                           | 2,112           | \$-                | \$-               | \$0.78                                  |
| Trail System in Town  | \$-            | \$-             | \$-                      |                         | 75%                       | 25%                           | 15,000          | \$-                | \$-               | \$-                                     |
| Mainstreet Walking Loops  | \$-            | \$-             | \$-                      |                         | 75%                       | 25%                           | 7,300           | \$-                | \$-               | \$-                                     |

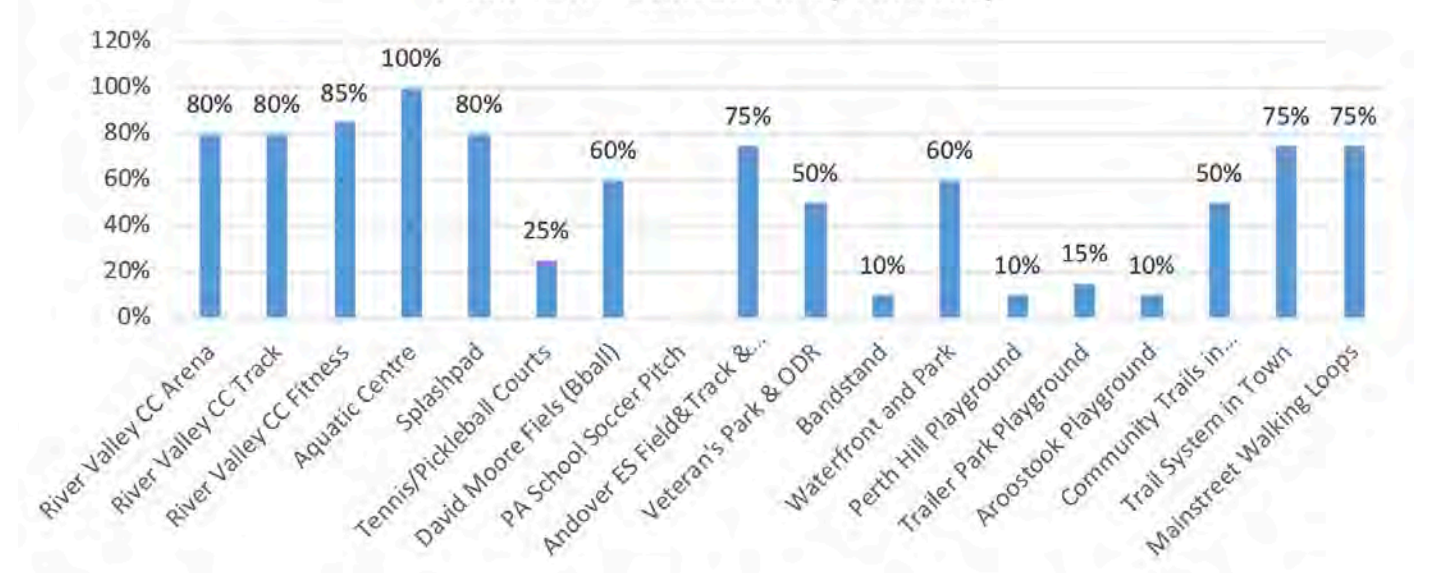
## Earnings or Loss Position Annually by Recreational Amenity



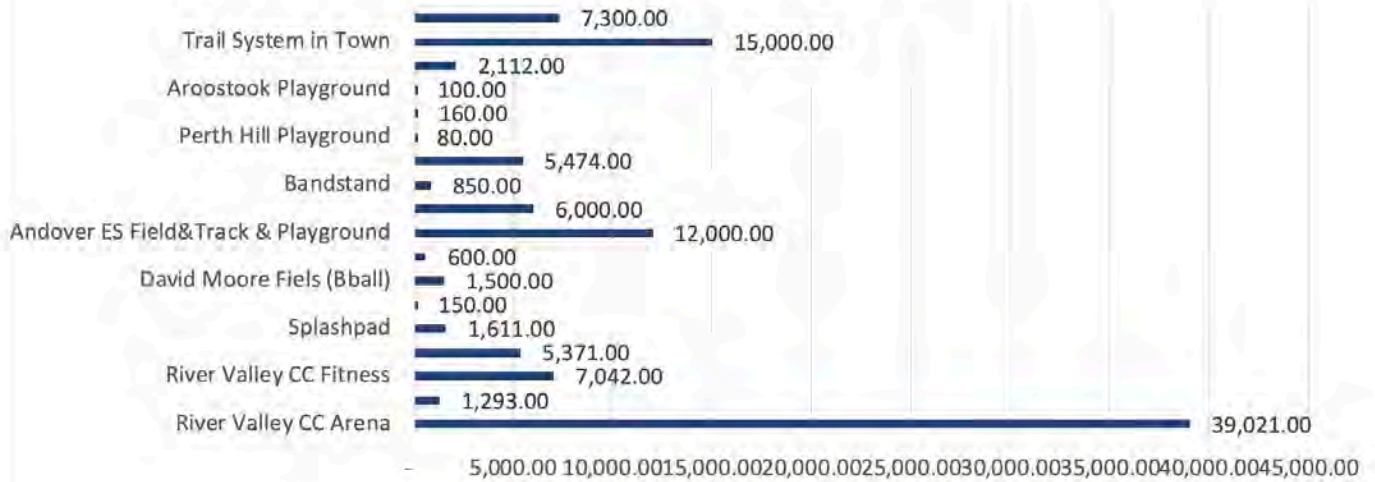
## Cost Recovery Position by Amenity



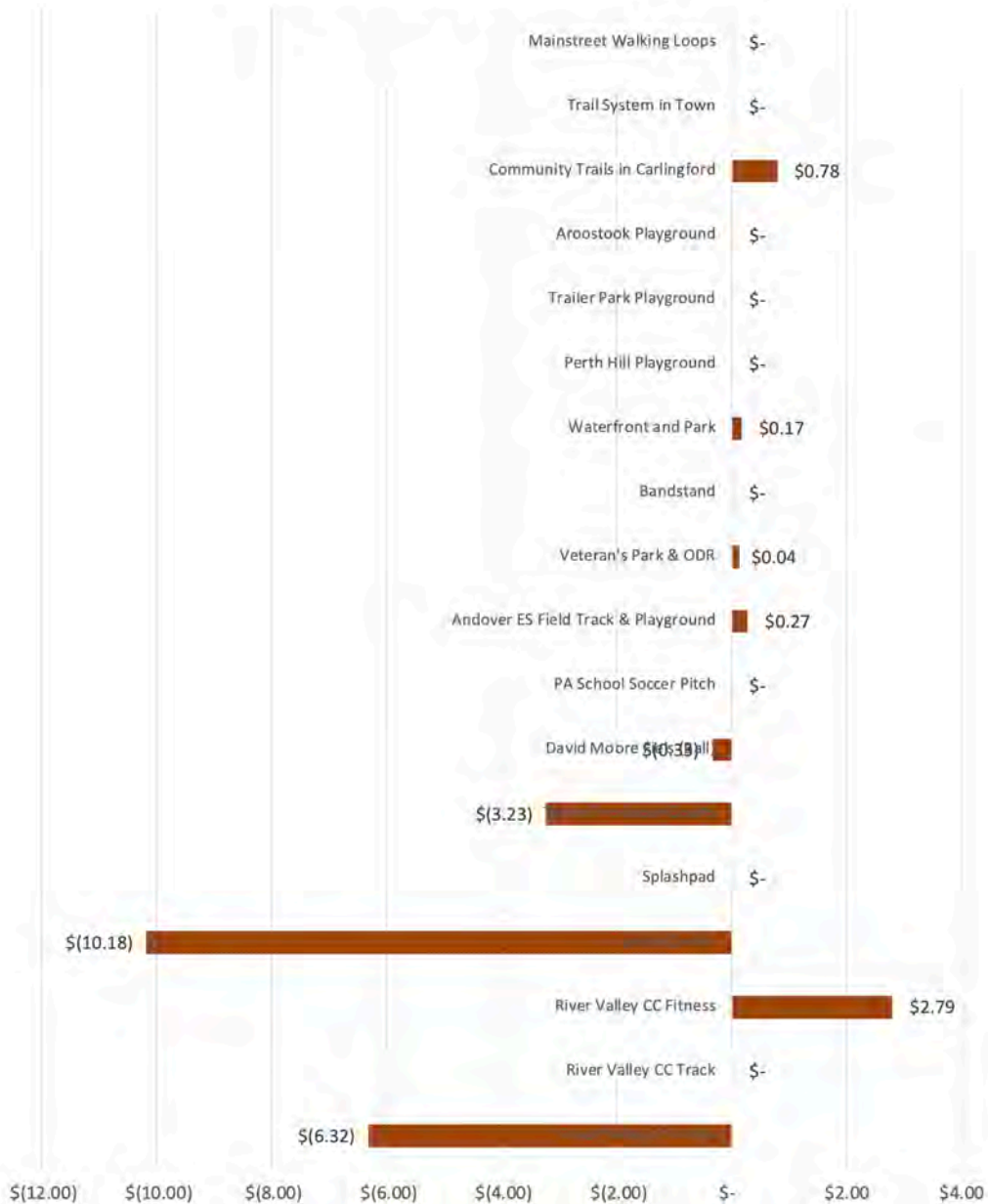
## Peak Time Utilization by Amenity



## Total Annual Visitors by Amenity



## Cost or Earnings per Visit by Amenity



The table below evaluates the current **Cost Recovery and Profit** status of the amenities in the Village of Southern Victoria, along with their peak time utilization performance compared to industry standards. This table serves as a tool to assess performance against industry benchmarks and to devise strategies for sustaining well-performing amenities while enhancing those facilities that may be underperforming in the marketplace. As the Village of Southern Victoria sets benchmark performance targets in the future, these measurements can be utilized to inform strategic and operational decisions to optimize operations.

| Village of Southern Victoria, New Brunswick, Operational Summary Data |                         |                    |                           |                    |                               |                 |                         |
|---|-------------------------|--------------------|---------------------------|--------------------|-------------------------------|-----------------|-------------------------|
| Facility Name   | Cost Recovery or Profit | Target Performance | Peak Time Utilization (%) | Target Performance | Non-Peak Time Utilization (%) | Annual Visitors | Earnings/Loss Per Visit |
| River Valley CC Arena   | 25%                     | 40%                | 80%                       | 90%                | 20%                           | 39,021.00       | -\$6.32                 |
| River Valley CC Track   | NA                      |                    | 80%                       | 85%                | 10%                           | 1,293.00        | NA                      |
| River Valley CC Fitness   | 393%                    | 200%               | 85%                       | 85%                | 60%                           | 7,042.00        | \$2.79                  |
| Aquatic Centre  | 21%                     | 25%                | 100%                      | 90%                | 0%                            | 5,371.00        | -\$10.18                |
| Splashpad   | NA                      | 0%                 | 80%                       | 80%                | 20%                           | 1,611.00        | NA                      |
| Tennis/Pickleball Courts  | 0%                      | 20%                | 25%                       | 75%                | 5%                            | 150.00          | -\$3.23                 |
| David Moore Fields (Baseball)   | 74%                     | 50%                | 60%                       | 75%                | 10%                           | 1,500.00        | -\$0.33                 |
| PA School Soccer Pitch  | 0%                      | 50%                |                           | 75%                |                               | 600.00          | \$-                     |
| Andover ES Field, Track & Playground                                  | 0%                      | 0%                 | 75%                       | 65%                | 75%                           | 12,000.00       | \$0.27                  |
| Veteran's Park & ODR  | 0%                      | 0%                 | 50%                       | 25%                | 10%                           | 6,000.00        | \$0.04                  |
| Bandstand   | 0%                      | 50%                | 10%                       | 20%                | 10%                           | 850.00          | \$-                     |
| Waterfront and Park   | 125%                    | 75%                | 60%                       | 90%                | 25%                           | 5,474.00        | \$0.17                  |
| Perth Hill Playground   | 0%                      | 0%                 | 10%                       | 20%                | 5%                            | 80.00           | \$-                     |
| Trailer Park Playground   | 0%                      | 0%                 | 15%                       | 20%                | 5%                            | 160.00          | \$-                     |
| Aroostook Playground  | 0%                      | 0%                 | 10%                       | 20%                | 5%                            | 100.00          | \$-                     |
| Community Trails in Carlingford                                       | 0%                      | 0%                 | 50%                       | 20%                | 10%                           | 2,112.00        | \$0.78                  |
| Trail System in Town  | 0%                      | 0%                 | 75%                       | 40%                | 25%                           | 15,000.00       | \$-                     |
| Mainstreet Walking Loops  | 0%                      | 0%                 | 75%                       | 40%                | 25%                           | 7,300.00        | \$-                     |



# Monitoring & Evaluation

Effective monitoring and evaluation are essential to ensure the successful implementation of the *Municipal Recreation Master Plan*. This section outlines the mechanisms for tracking progress, assessing the plan's effectiveness, and adapting to changing community needs and circumstances.

## Establishment of Performance Indicators

To measure progress toward achieving the goals, clear and measurable performance indicators should be established. These indicators will provide a benchmark for evaluating the success of the recommended initiatives and help identify areas that require improvement. Key performance indicators (KPIs) may include (but are not limited to) metrics such as:

- Utilization rates of recreational facilities
- Participant satisfaction levels
- Enrollment numbers in recreational programs
- Visitor numbers
- Hotel night numbers
- Event attendance
- Volunteer enrollment numbers
- Environmental sustainability metrics
- Financial performance indicators

## Regular Review and Assessment

Regular review and assessment are critical to maintaining a plan's effectiveness. Consider implementing a structured review process, including (but not limited to):

- Quarterly progress reports to track and document achievements
- Annual reviews to assess overall performance and make necessary adjustments
- Stakeholder and volunteer feedback sessions to gather insights from community members and key stakeholders
- Comparative analysis to measure progress against similar municipalities and industry standards

## Flexibility to Adjust Strategies

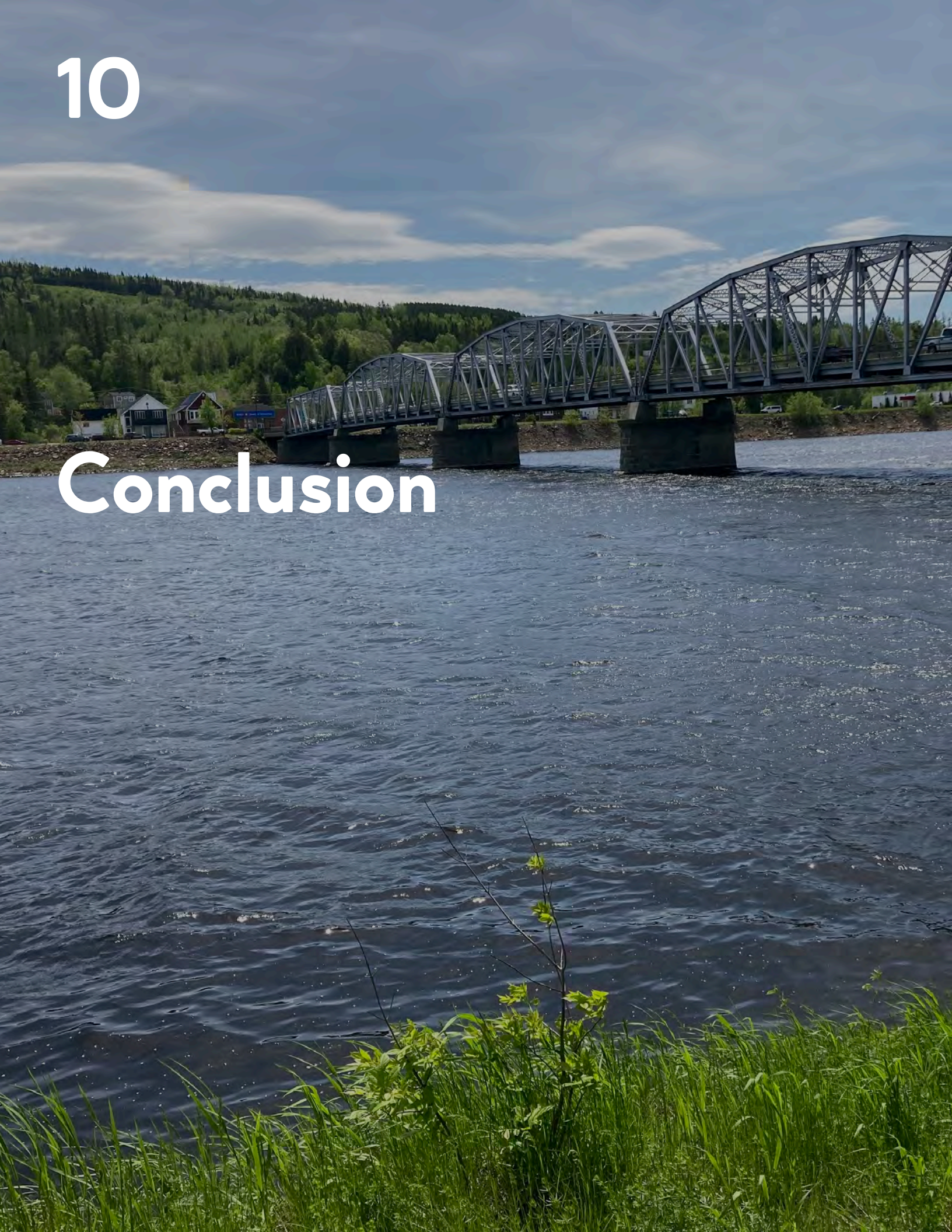
Community needs and circumstances can change over time, requiring flexibility in approach. Maintain the ability to adapt strategies based on new information and emerging trends. This could involve:

- Conducting periodic needs assessments to stay informed about evolving community priorities
- Revisiting and updating performance indicators as necessary
- Adjusting programs, services, and facilities to better align with current demands
- Incorporating innovative practices and technologies to enhance recreational experiences

Establishing a robust monitoring and evaluation framework can ensure that the *Municipal Recreation Master Plan* remains responsive, effective, and aligned with the community's aspirations.

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# Conclusion



# Conclusion

The *Municipal Recreation Master Plan* serves as an essential framework for promoting the well-being of residents in the Village of Southern Victoria. By improving recreational facilities, programs, and services, this plan seeks to encourage active lifestyles, strengthen community bonds, and enhance the overall quality of life. At its core, recreation, sport, culture, and community gatherings foster civic pride, community involvement, and the welcoming, neighborly spirit that defines the Village of Southern Victoria.

The Village boasts impressive recreational and cultural assets, surpassing the best practices seen in communities with similar population sizes. Given its extensive geographic area and relatively low population density, providing recreational services necessitates a careful balance between accessibility for all residents and the financial sustainability of operations. The rising costs of operations and capital expenditures related to recreational amenities, programs, and services will require the Village of Southern Victoria to continue its commendable efforts while narrowing the focus of service delivery. This includes partnering with community and Treaty partners to explore new, mutually beneficial relationships and reassessing how and where opportunities are provided. This recreational report proposes further development of activation clusters or amenity nodes to optimize the use of shared amenities, support local businesses, and create vibrant, lively districts within the community. Additionally, the report outlines a series of strategic and operational steps that the community can take to enhance recreation opportunities for all generations.

The team, staff, and volunteers in the Village of Southern Victoria are committed, professional, and passionate about delivering the highest quality recreational experiences for the community and neighboring regions. With ongoing leadership excellence, the implementation of key elements from this report, annual monitoring, and priority-setting in relation to its findings, along with continued collaboration, the Village of Southern Victoria will maintain its role as a progressive leader in rural recreation in New Brunswick and throughout Canada.

*The Municipal Recreation Master Plan* is a crucial blueprint for fostering the well-being of the Village of Southern Victoria's residents. By enhancing recreational facilities, programs, and services, this plan aims to promote active lifestyles, strengthen community connections, and improve overall quality of life.

Through thoughtful planning and strategic implementation, a more vibrant, inclusive, and sustainable recreational environment that serves the diverse needs and aspirations of our community can be achieved.

## Call to Action

The Village of Southern Victoria invites all stakeholders, including Village Council, administration, staff, residents, members of Tobique First Nation and community partners to join in bringing this plan to life.

Collaboration, support, and active participation by all is essential to realizing the full potential of the *Recreation Master Plan*.

Together, we can transform our shared vision into reality, ensuring that the recreational spaces and experiences continue to inspire and enrich the lives of everyone in the Village of Southern Victoria.

By working together to create a legacy of health, happiness, and community spirit for generations to come.

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# Resources





# Resources

## Prior work developed by the Village of Southern Victoria

The project team were given access to prior work and reports developed by the Village of Southern Victoria for review and consideration in the development of the master plan:

- 2005 Regional Destination Marketing Organization (Diagnostic Review)
- 2014 Perth-Andover Downtown Plan
- 2016 Tobique & Perth-Andover Community Health Needs Assessment
- 2018 Perth-Andover's Corporate GHG & Energy Action Plan
- 2023 Village of Southern Victoria Community Engagement results summary
- 2023 Economic Development Strategy
- 2023-2025 Village of Southern Victoria Strategic Plan

## New Brunswick Recreation and Sport Policy Framework

This framework conveys a set of concepts, principles and roles to guide the use and evolution of New Brunswick's Recreation and Sport Delivery System and to build the relationships needed to ensure that New Brunswick citizens and communities benefit fully from the system's impressive potential to enhance their quality of life.

*New Brunswick's Recreation and Sport Delivery System* is based on principles and values of the highest standards, including those set out in the Framework for Recreation in Canada and the Canadian Sport Policy, and those defined by the aspirations of New Brunswick's systems partners and stakeholders.

Participation in recreation and sport are recognized as fundamental human rights. The principles within the *Recreation and Sport Delivery System* are:

- Recreation and sport is for the public good.
- Recreation and sport promote community development and social change.
- The recreation and sport delivery system is accessible and inclusive.
- The recreation and sport delivery system is technically sound.
- The recreation and sport delivery system is sustained through collaboration and partnership.
- The recreation and sport delivery system is environmentally sustainable.
- Responsibility for funding is shared fairly.
- The recreation and sport delivery system is committed to continuous improvement.

## The Canadian Parks and Recreation Association (CPRA)—Framework for Recreation in Canada

CPRA is an alliance of all provincial and territorial recreation and parks associations across Canada. The CPRA Strategic Outlook document outlines the strategic foundations of the CPRA. These foundations are rooted in the *Framework for Recreation in Canada*. Strategic actions are organized under three overarching intentions of the organization:

**CPRA is a VOICE:** We are a national voice for parks and recreation, advancing the collective interests of our members through leadership in advocacy, policy and research.

**CPRA is a COMMUNITY:** We are a national network dedicated to wellbeing of people, communities and the natural and built environments.

**CPRA is a RESOURCE:** We are a contributor of knowledge and opportunities that enhance and grow the sector.

The elements of this Framework (updated in 2024) remain the same as those in the 2015 document except for the actions which were previously called priorities. The document outlines actionable strategies for recreation and parks professionals to advance the Framework priorities/actions, covering both operational and strategic dimensions.

## FIVE Goals and Priorities

### 1. Active Living

- Utilize 24-hr movement guidelines
- Non-competitive and unstructured play
- Programs adapt to changing work/school formats
- Physical literacy
- Active transportation

### 2. Inclusion and Access

- Work with equity-denied groups to implement policies and programs to ensure all community members have equitable access
- Sense of belonging
- Work with Indigenous communities

### 3. Connecting People with Nature

- Access to natural spaces and places
- Collect and share best practices for planning and maintaining comprehensive parks system
- Public awareness and education
- Environmental stewardship

### 4. Supportive Environments

- Provide accessible, inclusive, and welcoming spaces and places
- Infrastructure revitalization and renewal
- Placemaking
- Recreation education
- Healthy food environments
- Social connectedness

### 5. Recreation Capacity

- Address workforce gaps
- Diversity and equity
- Develop volunteer strategies
- Practitioner-academic collaboration
- Knowledge development and training

## Sport for Life Canada

### Active for Life: Durable by Design

Physical literacy, increased activity and recreational sport – being “fit for life” can be the gateway to a healthier Canada. The benefits of regular physical activity are well documented; sustained long-term health, increased social connectedness, improved general mental and physical well-being and better quality of life.

It is important to engage with individuals who have a desire to be physically active in the *Active for Life* stage. A participant may choose to be *Competitive for Life* or *Fit for Life* and, if inclined, give back as a sport or physical activity leader.

*Competitive for Life* includes those who compete in any organized sport recreation leagues that function under a set of rules.

The key concepts of *Fit for Life* include active people who participate in non-competitive physical activity:

- All physical activity including hiking, gardening, yoga, aerobics, skiing and walking as well as non-organized sport (self-determined rules) including pick-up games at a park.
- Participate in a minimum of 150 minutes of moderate and vigorous physical activity per week.
- Help as a coach, instructor, official, volunteer, or sport/activity leader.

## Canadian Sport Policy

The common thread between the governments, institutions and organizations that are part of our sport system is the *Canadian Sport Policy*. The current *Canadian Sport Policy* sets a direction for all governments, institutions and organizations to make sure sport has a positive impact on the lives of Canadians, our communities and our country.

### Objectives of the Canadian Sport Policy

Through five broad objectives, the Policy aims to increase the number, and diversity of Canadians participating in sport:

1. Introduction to sport: Canadians have the fundamental skills, knowledge and attitudes to participate in organized and unorganized sport.
2. Recreational sport: Canadians have the opportunity to participate in sport for fun, health, social interaction and relaxation.
3. Competitive sport: Canadians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner.
4. High performance sport: Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.
5. Sport for development: Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad.

## Perth-Andover Recreation Commission (PARC)

The Perth-Andover Recreation Commission (PARC) is a registered charity and advisory committee. The membership consists of three representatives from Perth-Andover Village Council, five community members; one from parish of Perth, one from parish of Andover, and three representatives-at-large. There is one non-voting member—the Director of Recreation. The Committee meets five times annually with the purpose of volunteering at recreational events, and supporting the Director of Recreation with guidance, recommendations, and information to support success. PARC provides expert advice on recreational programming, special events, and policy. It is governance based and does not lead day to day operations.

## Western Valley Recreation Association (WVRA)

The Western Valley Recreation Association (WVRA) is a collaborative group of recreation directors from communities across the Western Valley of New Brunswick. Meeting monthly, they work together on a variety of initiatives aimed at enhancing community recreation. These initiatives include organizing events such as the Senior Friendship Games, Western Valley Games for youth, outdoor swim competitions, and Special Population Games. WVRA also focuses on providing training opportunities for coaches, recreation staff, and officials to ensure high-quality programming and community engagement across the region.

## Neqotkuk First Nation (formerly Tobique First Nation)

Neqotkuk First Nation is one of six Wolastoqiyik or Maliseet Nation reserves in New Brunswick, Canada. Neqotkuk is the largest rural Wolastoqiyik and Maliseet Nation reserve in NB with a population of approximately 3,019 (July 2024) with over 2,000 members living on the reserve. The Nation is a ten-minute drive from the Village of Southern Victoria beautifully nestled along the northern shore of the Tobique River, a tributary of the majestic Saint John River.

Neqotkuk First Nation is a self-governing community with an elected chief and council. The community manages its own resources and sets its own direction to meet the needs and aspirations of its members. In the spirit of self-sufficiency, Neqotkuk engages in diverse economic activities such as the *Wocawson Energy Project Wind Farm*, fishing, hunting, forestry, agriculture and the growing field of cultural tourism. The community is forging a path that honors their heritage while embracing new opportunities.

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# Appendices



**Appendices:**

**2024 Public &  
Stakeholder Engagement  
Report (Full)**

**THE VILLAGE OF  
SOUTHERN VICTORIA**  
CONNECT TO A GREENER LIFE



# Municipal Recreation Master Plan

## 2024 Public Engagement Results

Active

Family

Staying healthy



## Disclaimer

The statements made in this report are based solely on the information obtained to date. Orange Crow Leadership (OCL) has used its professional judgement in assessing the information and formulating its opinions and recommendations. New information may result in a change in these opinions. OCL's mandate is to perform the tasks prescribed by the client with due diligence. No warranty or representation, expressed or implied, as to the accuracy of the information or recommendations is included or intended in this report.

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Orange Crow Leadership - 1209 Avord Tower - 2002 Victoria Ave - Regina - SK - S4P 0R7

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# 1. Introduction.



As the Village of Southern Victoria (VSV) prepares for the next 10–20 years of community development, it recognizes that future planning must be guided by the community’s needs and aspirations.

While honoring its historical legacy, the village must also consider long-term strategies spanning the next 20–50 years to provide high-quality recreational opportunities that attract new residents and businesses.

A **Municipal Recreation Master Plan** is essential to align infrastructure investments with community needs while maintaining fiscal responsibility.

The Perth-Andover Recreation Commission (PARC) commissioned a master plan report to develop a **comprehensive, visionary, and sustainable** recreation plan. This plan will guide the enhancement and development of recreational facilities and programs.

This report explores potential developments and future considerations, providing a strategic approach to short-, medium-, and long-term solutions.

The VSV Council and Administration recognized the **importance of public and stakeholder engagement** in shaping this plan.

To ensure informed decision-making, a public and stakeholder engagement process was launched to gather community input.

The public engagement initiative was launched on October 13, 2024, and ran until December 6, 2024, allowing residents ample time to share their thoughts.

Orange Crow Leadership (OCL) was engaged to support this process in alignment with the International Association for Public Participation (IAP2) Standards.





## 2. Methodology & Process.



# Engagement Methodology.



Creating a comprehensive community engagement process is crucial to ensuring that a Municipal Recreation Master Plan reflects the community's needs, priorities, and values. Here is an overview of the process that Orange Crow Leadership led:

## 1. Engagement Objectives

- Objective: gather community input to identify current and future recreational needs, understand preferences, and prioritize investments.
- Goals: inform the community, listen to their needs, encourage active participation, and build a sense of shared ownership in the Master Plan.

## 2. Identify Stakeholders

- Residents: engage all age groups (youth, adults, seniors), families, newcomers, and long-time residents.
- Community Groups, Organizations and Indigenous: engage with the neighbouring First Nations, local sports clubs, recreational organizations, arts and cultural groups, and accessibility groups.
- Key Decision-Makers: engage Municipal officials, elected representatives, planning committees, recreation commissions.

## 3. Select Engagement Methods

Use a mix of in-person, digital, and remote methods to ensure wide reach and accessibility.

- Online Survey: digital survey that can capture quantitative and qualitative data about residents' recreational needs, current usage of facilities, and improvement suggestions.
- Focus Groups: conduct targeted sessions with specific demographics or interest groups (e.g., youth, seniors, sports clubs) to delve deeper into their needs and expectations.
- Open Houses: host interactive events where community members can provide input and engage in group discussions.
- Stakeholder Interviews: conduct one-on-one or group interviews with leaders from local organizations, sports leagues, and community groups for more in-depth insights.
- Social Media Campaigns: use the Village's website, Facebook, Instagram, and X to engage digitally, sharing updates, collecting comments, and reaching residents who may not attend in-person events.

## 4. Engagement Timeline



### Phase 1- Information Gathering (1-2 months)

- Develop digital survey.
- Develop materials needed for open houses.
- Announce the engagement process via social media, municipal website, flyers and newsletters.
- Go live with survey and social media. Conduct open houses, focus groups, and stakeholder interviews.

### Phase 2- Analysis and Concept Development (1 month)

- Analyze community input to identify key themes and develop initial concepts.
- Discuss preliminary findings with Village administration.

### Phase 3- Finalization and Approval (1 month)

- Develop the Master Plan with strong consideration for community feedback.
- Share the finalized plan with the public and seek formal approval from municipal leaders.







The project team's plan for engagement included the use of on-line and in-person strategies and opportunities that endeavoured to maximize the accessibility of engagement while concurrently maximizing the data and information to support future decision making. Engagement needed to be accessible, safe and welcoming to ensure participants had the opportunity to contribute. It was the intent of the project team to engage with user groups and the public throughout the various stages of the project. To encourage broad participation, various methods were used to gather feedback. The Village's marketing department advertised the engagement process through their social media channels, local newsletters, a dedicated page on the website and printed material that was displayed in various high-traffic community centres.

The team hosted in-person meetings with various stakeholders and four public open houses at two different locations in the Village. The team also met with a middle school youth group and a high school group independently to gain feedback from the current and future users of recreational facilities. Finally, the team engaged with the Tobique First Nation to discuss the facilities and programs that the Nation offers and potential collaboration and cooperation with the Village.



All participants across the engagement spectrum were encouraged to complete the survey either on-line or by using a paper copy. Participants were also encouraged to write open comments on boards that were made available at the open house sessions.

Based on the public interest assessment, participation was centered on the Inform and Consult dimensions on the IAP2 Spectrum for Public Participation (see below) to gain feedback on the needs, visions and aspirations for the future recreational needs of the Village of Southern Victoria and surrounding regions.

| Increasing level of participation  |  |  |   |   |   |
|--|--|--|---|---|---|
|  | <br><b>Inform</b>   | <br><b>Consult</b>  | <br><b>Involve</b>   | <br><b>Collaborate</b>   | <br><b>Empower</b> |
| <b>Public Participation Goal</b>   | To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions. | To obtain public feedback on analysis, alternatives and/or decisions.  | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.  | To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.                     | To place final decision making in the hands of the public.  |
| <b>Promise to the Public</b>   | We will keep you informed.   | We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. | We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. | We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible. | We will implement what you decide.  |
| <b>Example of Tools</b>  | Fact sheets, websites, open houses, mailings, social media   | Public comment, focus groups, surveys, public meetings   | Workshops, deliberative polling   | Stakeholder advisory committees, consensus-building, participatory decision-making  | Stakeholder Resident juries, ballots, delegated decisions   |

# Engagement Process.



## Public Engagement Summary

- A focused stakeholder engagement process was established by OCL and VSV Administration.
- The community was consulted about their needs and aspirations for the future of the VSV through a comprehensive engagement process that ran from October 13 to December 6, 2024.
- Citizens could participate digitally via a QR code-based survey accessible through on-site marketing, a dedicated webpage, and the town's communication and social media channels. Additionally, they could join one of four in-person open houses scheduled for October. For those who preferred, feedback could also be submitted through a dedicated email address available on the VSV website or complete a hard copy that was made available at various village locations.
- The public was assured that all feedback would be reviewed and considered. This input, along with survey results, would be compiled as data points and shared publicly once the findings were communicated to the decision-makers. The process maintained transparency, and public opinion significantly influenced the outcomes. The views of the community were vital in shaping the village's future decisions and were an essential part of the planning process.
- Responses were monitored to ensure that the community felt their needs and aspirations were adequately captured, addressing any perceived gaps (e.g., if certain feedback was not included as a recommendation, explanations were provided).
  - A summary of the strategic plan was shared, outlining the next steps and plans for ongoing engagement.

# Engagement Process.



The community engagement process brought forward valuable insights into the recreational needs and priorities of residents. Through various channels, we identified key themes that reflect the community's desires for accessible, high-quality, and inclusive recreational opportunities.

These findings will be instrumental in shaping the Municipal Recreation Master Plan, ensuring it reflects the community's values, addresses key concerns, and aligns with long-term goals.

Our thanks go to everyone who contributed to this process, helping us create a plan that will benefit the community for years to come.

## Digital Survey - Statistically Relevant Feedback

The goal for the Municipal Recreation Master Plan community engagement was established based on a 95% Confidence Level, based on the amalgamated population size of 5,500 with a 5% margin of error to support a statistically relevant outcome. The results in this case required the participation of 360 residents. The process delivered 285 survey respondents as well as 120 in person engagements resulting in a total of 405. The results of this sample set support the desired outcome.

The survey was open from October 13, 2024 to December 6, 2024 and resulted in an average completion rate of 76% and a time to complete of ten minutes. The majority of survey responses were collected between October 13, 2024 and November 4, 2024.



# Engagement Process.



## Public Engagement Goals

The overarching goal is to engage the regional areas noted by Administration in helping define a sustainable, community and municipally relevant solution for the future. Specific participation goals are to:

- Gather regional representative feedback about needs and aspirations for the future; and
- Share a full report of findings with decision makers to be considered in developing a long-term strategic plan that outlines future development for the Village of Southern Victoria

## Public Engagement Objectives

- Educate stakeholders of the reason for this public engagement and the opportunities to provide feedback
- Solicit broad and diverse feedback from stakeholders and the public through interactive and inclusive modes

## Research Objectives

- Identify partnerships and new business opportunities that will contribute to a sustainable future for the village
- Determine the public's needs and aspirations for the future of the Village of Southern Victoria

# Engagement Process.



The Public Engagement process commenced on October 13, 2024, with a press release distributed to all media outlets announcing the initiative. The online survey was managed by OCL.

A baseline target was set at a 95% confidence level, based on an amalgamated population size of 5,500 individuals, with a 5% margin of error to ensure a statistically significant outcome. This approach required 360 participants to achieve meaningful results.

To promote widespread participation, several strategies were implemented to gather feedback, including targeted meetings with stakeholders and youth, an online survey, a dedicated email address, open houses, and informal conversations during regular meetings and events. The village marketing team promoted the engagement process across all social media platforms, created a dedicated webpage, and distributed printed materials featuring a QR code for easy access to the online survey, which were strategically placed in village-owned facilities.

Participants in both stakeholder and public engagement sessions were encouraged to complete the online survey. Additionally, they were invited to share their comments on boards provided at the open house events.

The public engagement process was assessed to determine if the team met the target number of participants and effectively informed the community about the current state of recreation in the village. Evaluations also focused on the perceptions of transparency and the overall effectiveness of the engagement process.



PLAY

### 3. Engagement Results.

Relax  
Kits or play  
exercise

of

# Online survey participants profiles.



The objective of the Village of Southern Victoria Public Engagement process was defined with a 95% confidence level, considering a population of 5,500 individuals and a 5% margin of error to ensure a statistically relevant outcome. This methodology required 360 participants and yielded 285 responses from the online survey, along with 120 in-person interactions at the open houses and stakeholder engagements. The total of 405 participants from the sample survey and in-person engagements supports the intended outcome.

The online survey was available from October 13, 2024, until just after midnight on December 6, 2024, achieving an average completion rate of 76% and a completion time of ten minutes. Most survey responses were gathered between October 14, 2024, and October 27, 2024.

The online survey revealed a female-to-male ratio of 70:30, with 39% of participants aged between 35 and 54 years, alongside a notable youth participation rate (under 18) of nearly 20%.

Out of the 285 participants, 217 reported residing in the Village of Southern Victoria, while the others included 14 from Tobique First Nation, 11 from Tilley, and 1 to 4 individuals from other nearby areas.

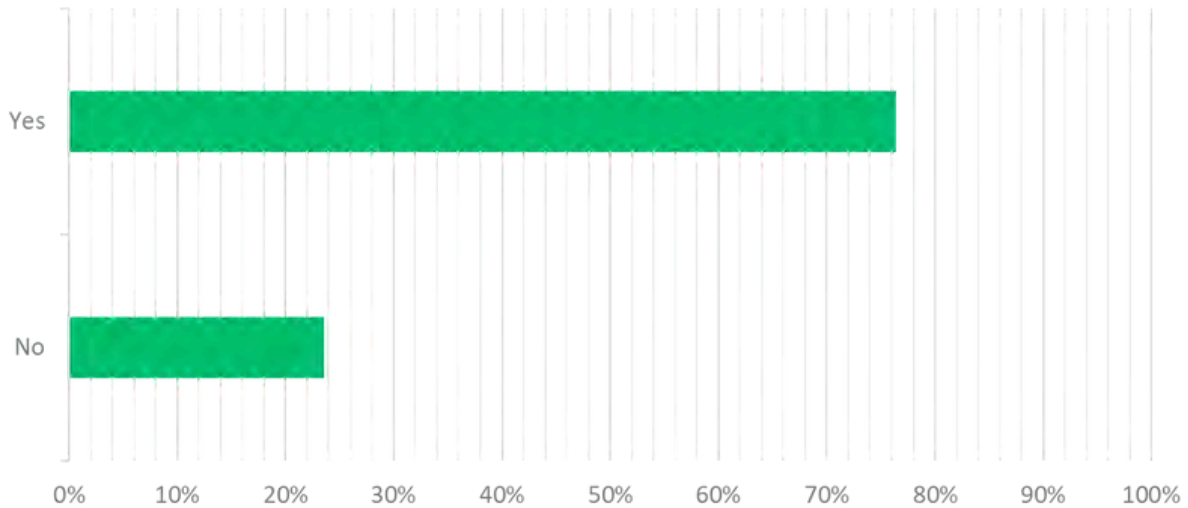
Almost 65% of participants indicated they have lived in the community for over 15 years, and more than 65% reside in households with 3 to 6 members.

Participants' annual household income showed a wide range: 8% reported earning \$150,000 or more, 11% earned between \$100,000 and \$150,000, 17% between \$75,000 and \$100,000, and 14% between \$50,000 and \$75,000. It's important to note that nearly 32% of respondents chose not to disclose their income information.

When asked how they learned about the survey, 49% indicated they found out through Facebook, while 15% mentioned word of mouth.



**Q1: Are you a resident of the Village of Southern Victoria?**



**Q2: If no, where do you live?**

Tobique First Nation (14)  
Tilley (11)

Between 1 - 4 people from the below listed area's also participated:

- Carlingford (4)
- Kintore (4)
- Odell (4)
- Red Rapids (3)
- Kilburn (3)
- Arthurette (3)
- Bairdsville (3)
- Plaster Rock (3)
- Aroostook (2)
- Birch Ridge (2)
- Perth Parish (2)
- Rowena (2)

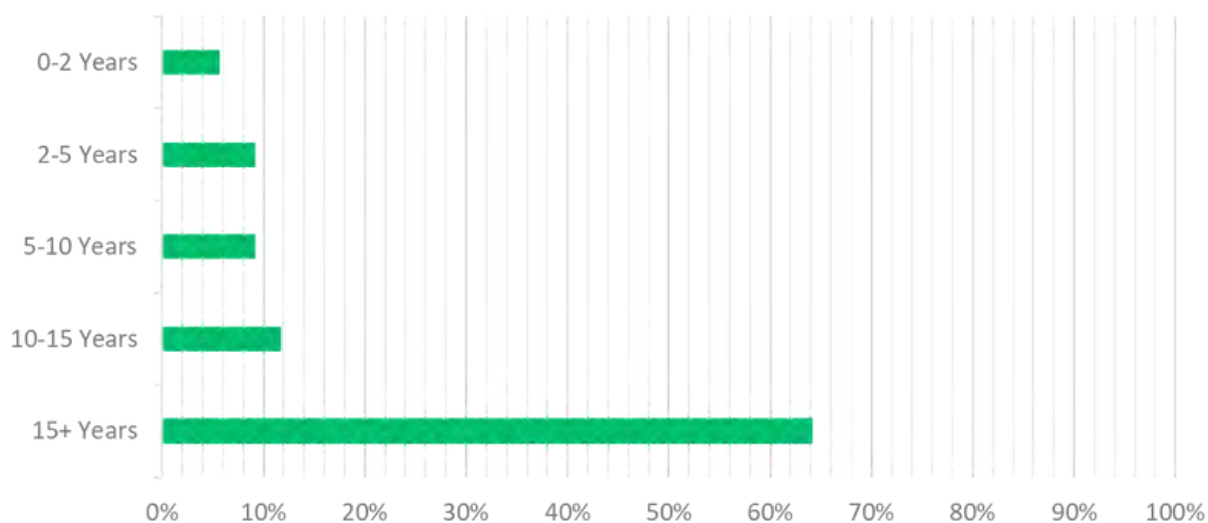
One person from each of the following areas also participated:

Four Falls, Grand Falls, Wicklow, Hillandale, Lake Edward, Woodstock, Craig Flats



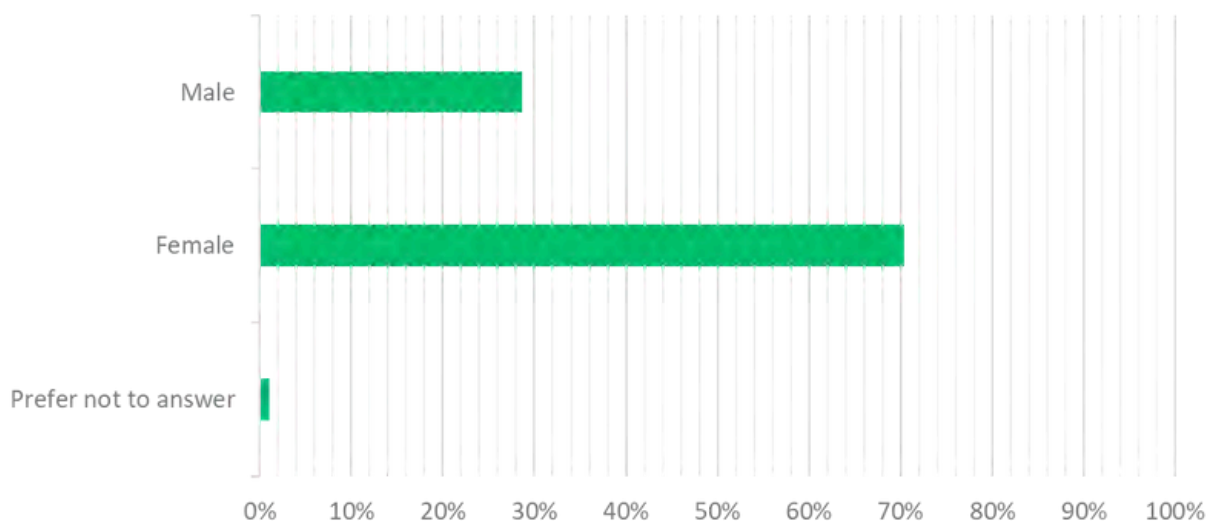
### Q3: How long have you lived in the community?

The vast majority of participants have lived in the community for 15 years or more, this group of participants represented over 64% of total survey engagements. The results of this question highlights the importance of engaging new members of the community in future discussions. The results of this question also suggests that participants have great familiarity with the community and experience in the area.



### Q4: Your gender

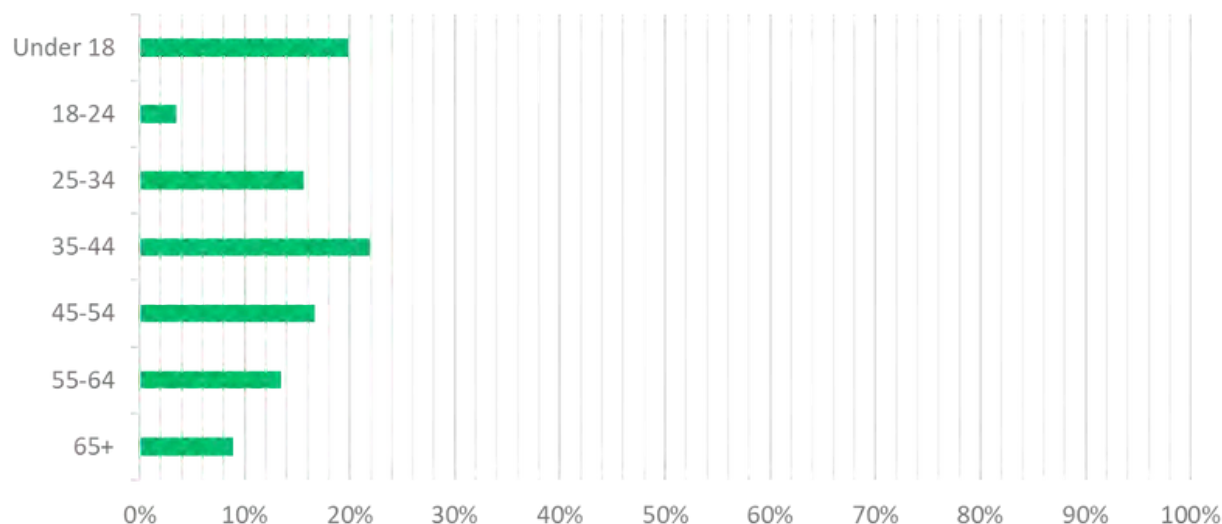
The majority of the participants in the survey, over 70%, identify as female while 29% of participants identified as male with under 1% not providing an answer.





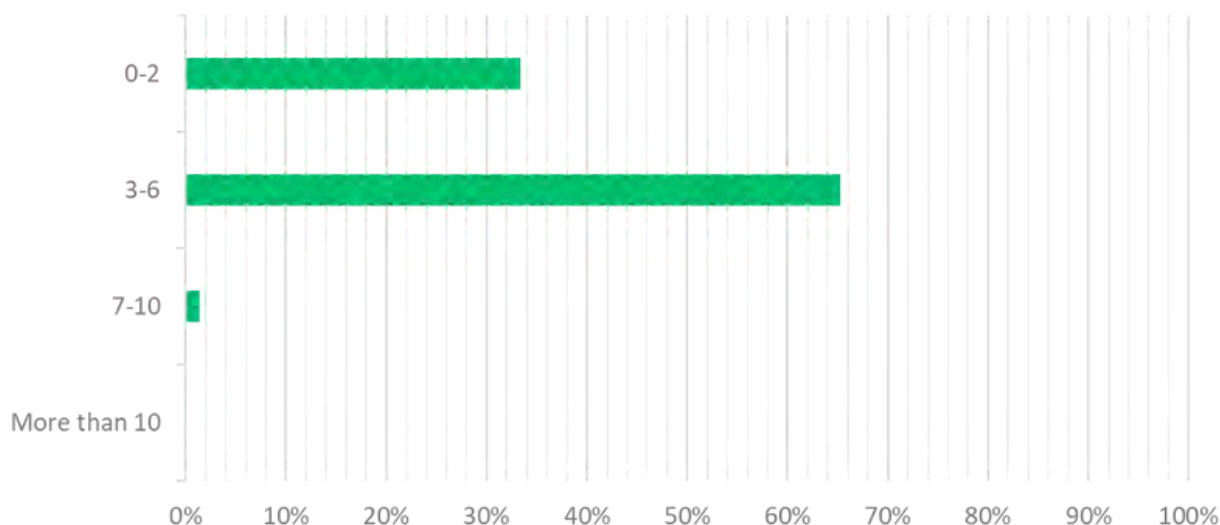
### Q5: Your age?

22% of participants were between 35-44 years of age, with 17% between 45-54, and 15% between 25-34. There was very strong participation from youth (u18) at 20%. Those between 55-64 represent 13% of respondents while 9% were 65+. Creative strategies that engage the younger aged community members will be important as this group will be key to any long term plans.



### Q6: How many people currently live in your household?

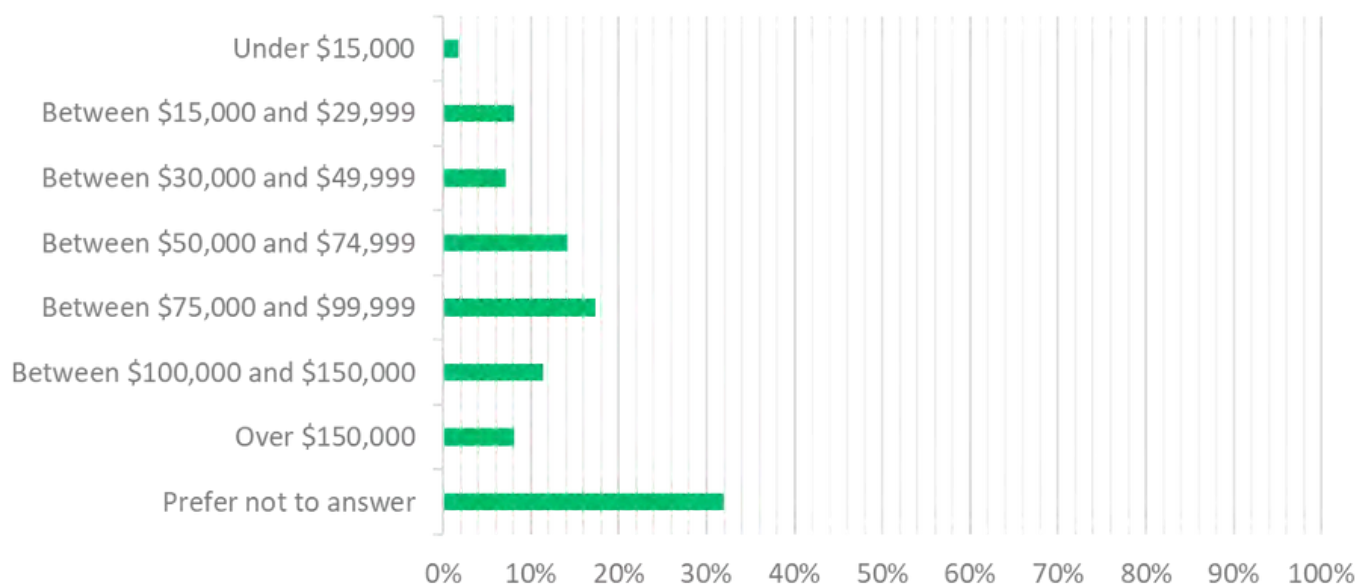
There was diversity in average household size amongst the participation mix with the largest category representing households of 3-6 persons.





### Q7: What is your current household annual income?

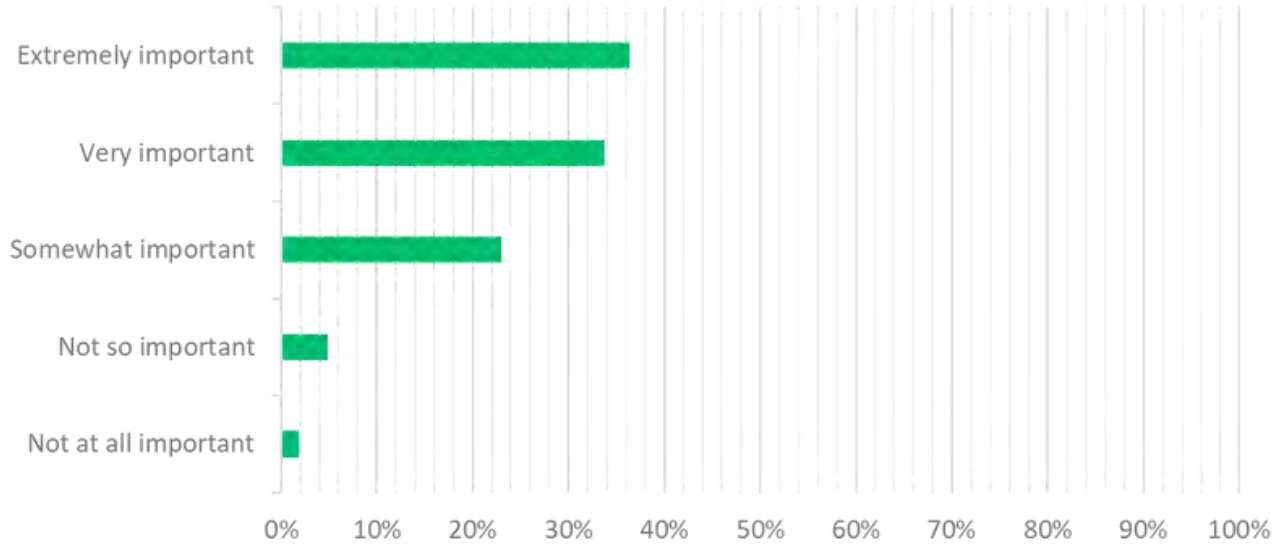
There was strong diversity in average household income amongst the participants but it should be noted that 32% of participants selected 'Prefer not to answer'. It should additionally be noted for consideration that there was low participation from households with annual income below \$50,000 and as such this may impact some results or suggest a barrier to participation.



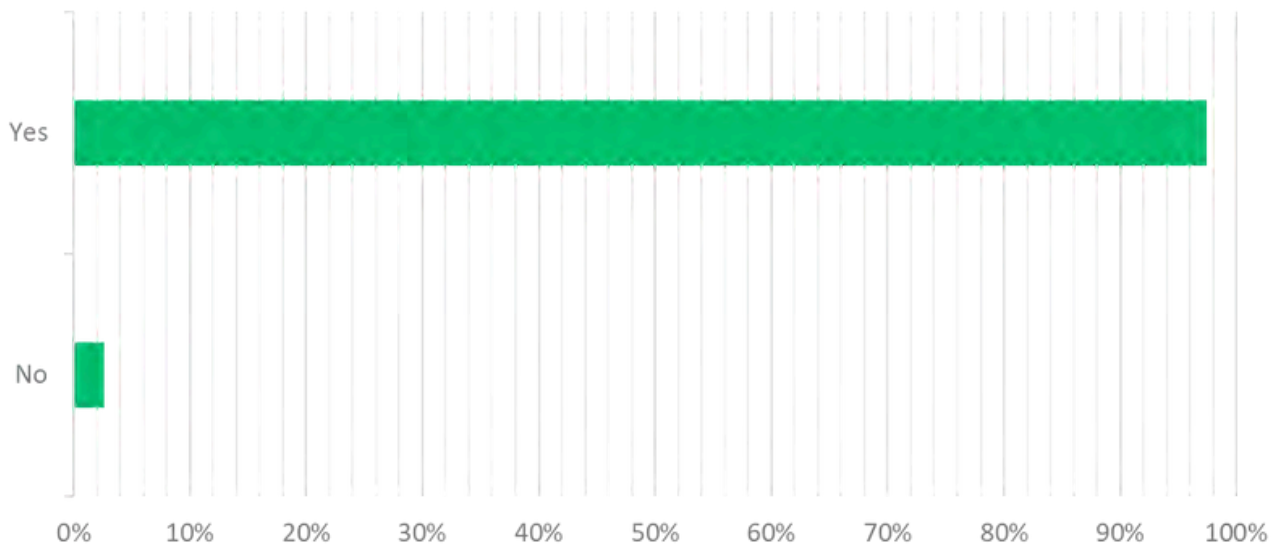


**Q8: How important are recreational services to your quality of life?**

Over 70% of participants stated that recreational services are either 'Extremely' or 'Very' important to their way of life with 23% saying they are 'Somewhat' important.

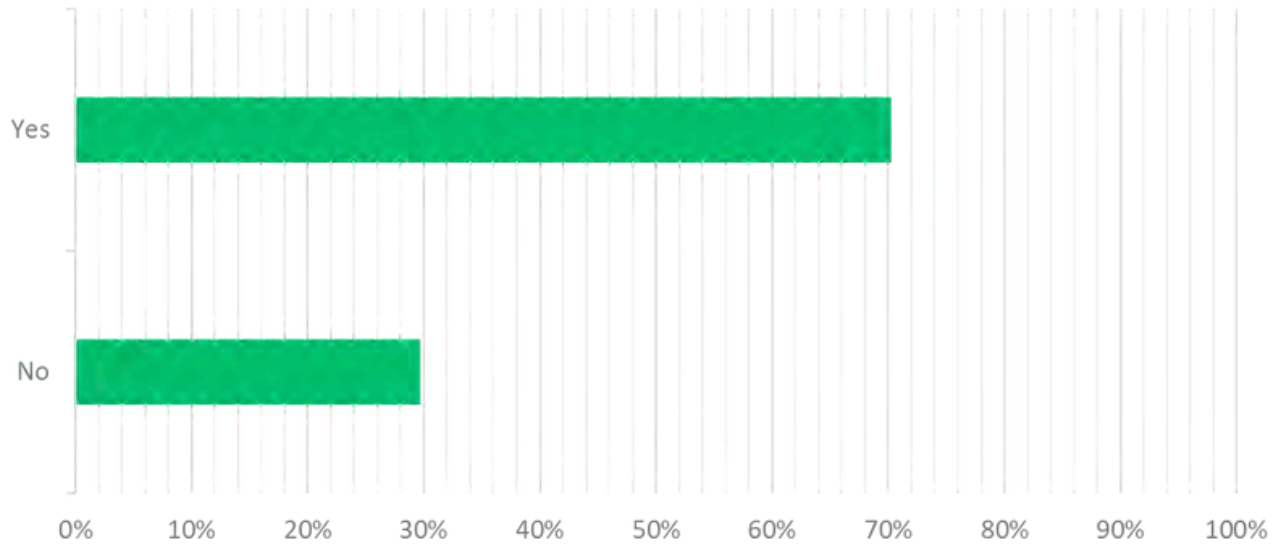


**Q9: Do you think it is important that recreational services are made accessible to all residents of the community?**

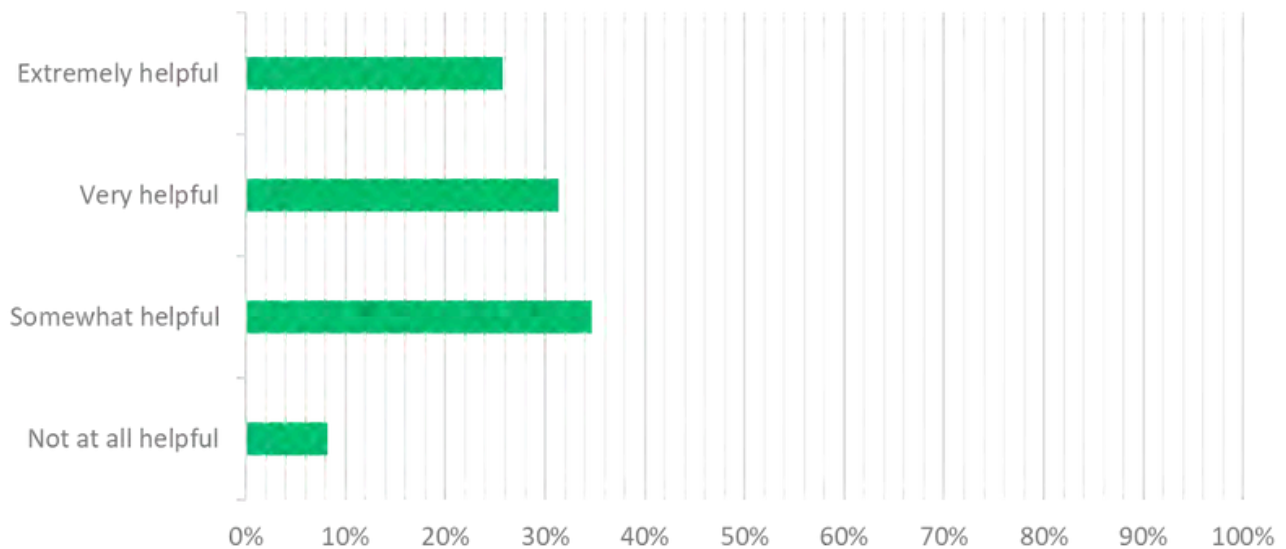




**Q10: In your opinion, does the Village of Southern Victoria offer valued recreational services to the community?**

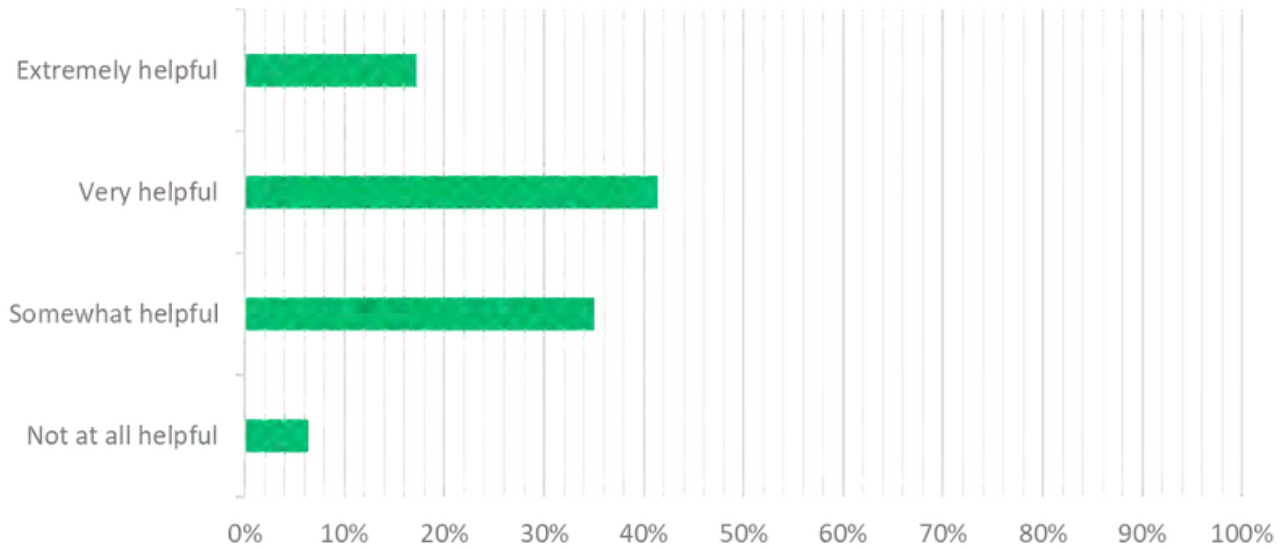


**Q11: Do you think that outdoor recreation spaces (parks & trails) help to contribute to building climate resiliency?**

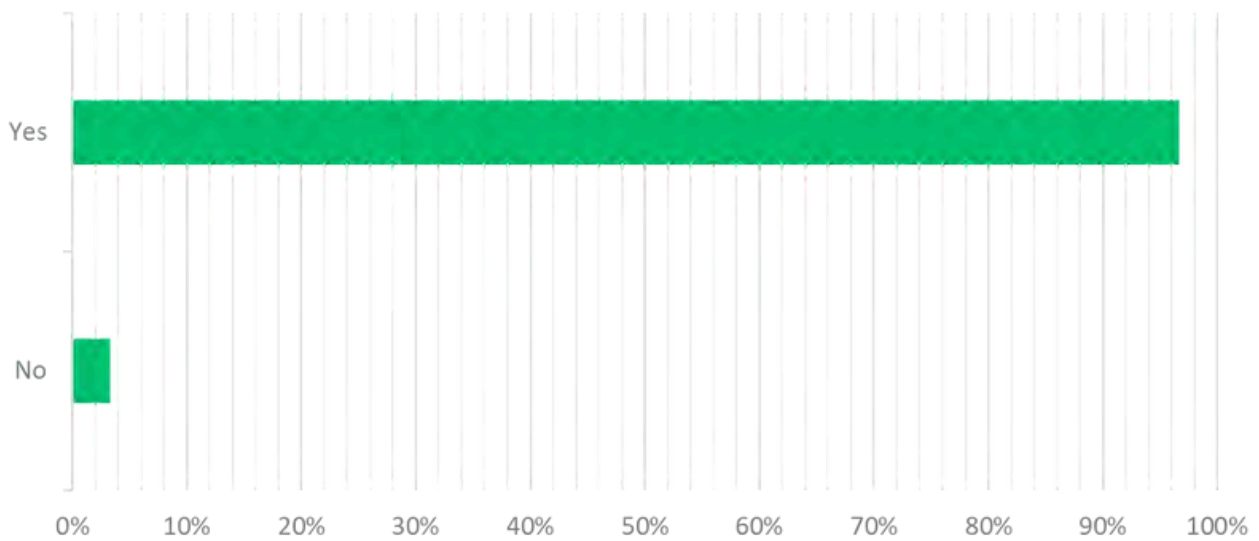




**Q12: Do you think that indoor recreation spaces built using sustainable practices help to contribute to building climate change resiliency?**

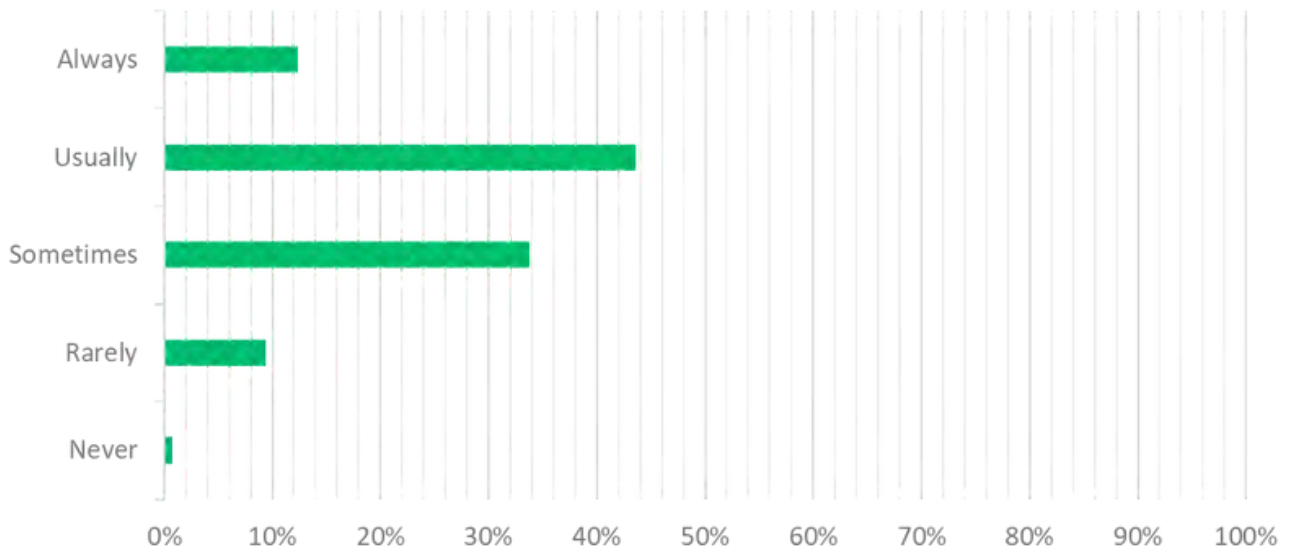


**Q13: Do you think that recreational services and hosting special events can contribute to the local economy by attracting visitors and new residents?**

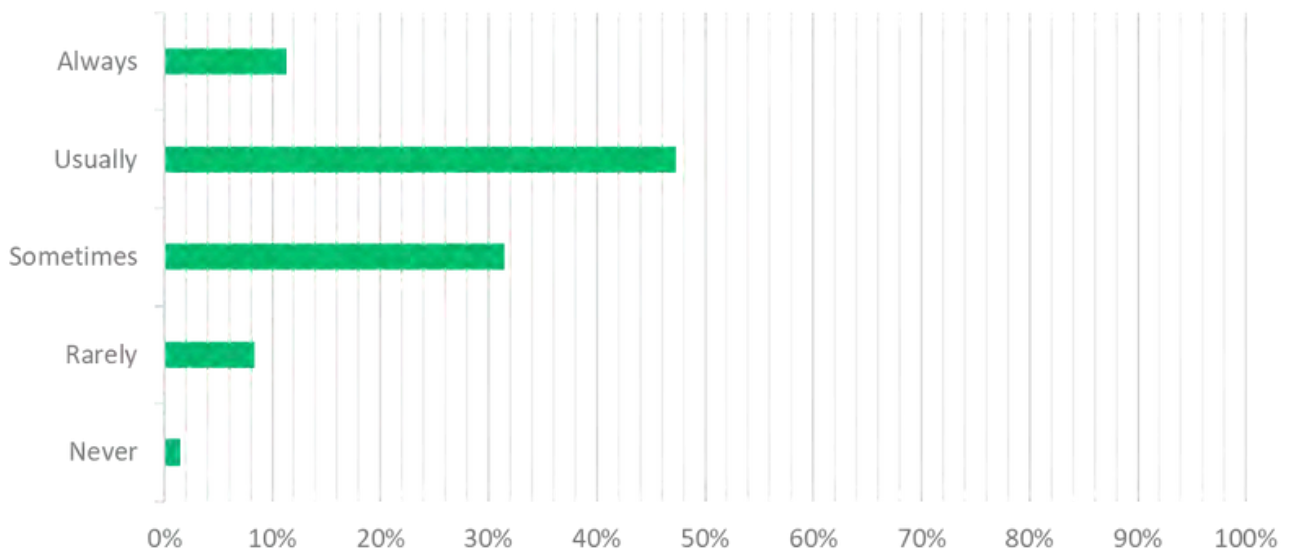




**Q14: Does the Village of Southern Victoria/Recreation Dept. communicate well and consistently with the community?**

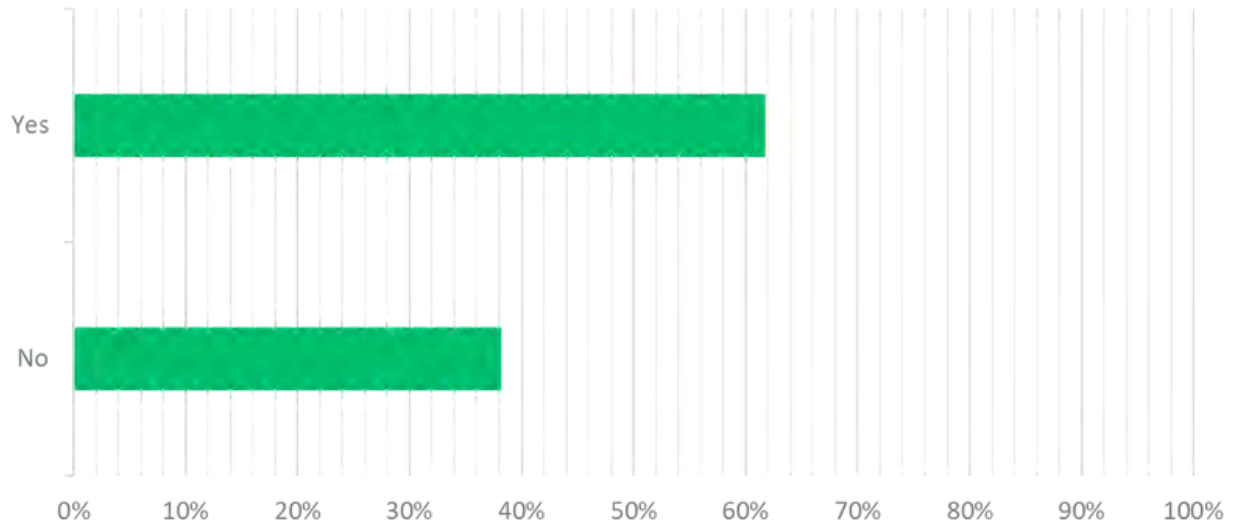


**Q15: Does the Village of Southern Victoria website offer good access to information?**

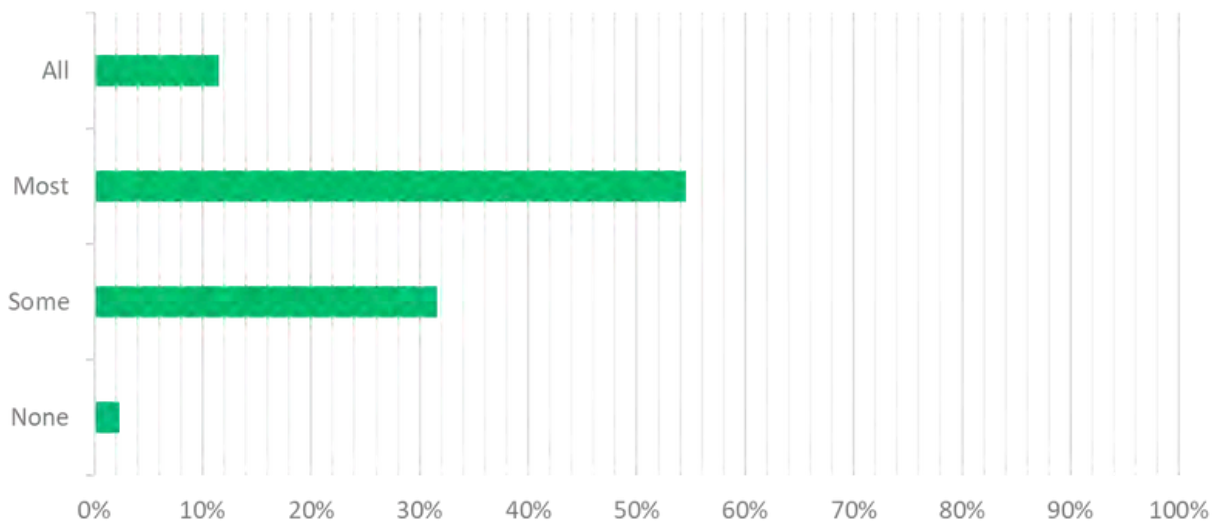




**Q16: Do the VSV programed recreational services offer good timing options?**

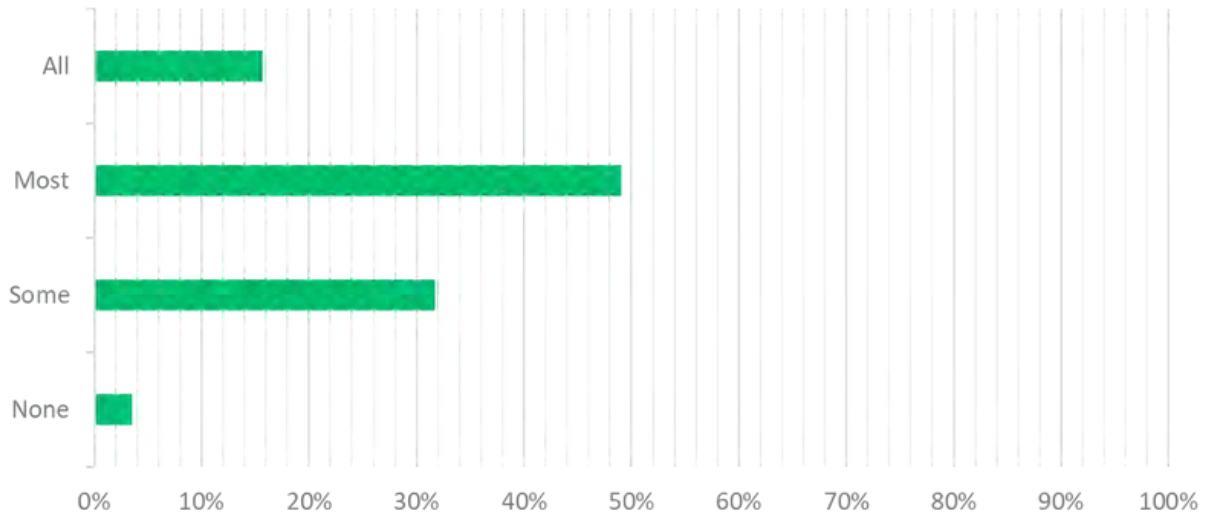


**Q17: Are all recreational services offered by the Village of Southern Victoria accessible for all individuals?**

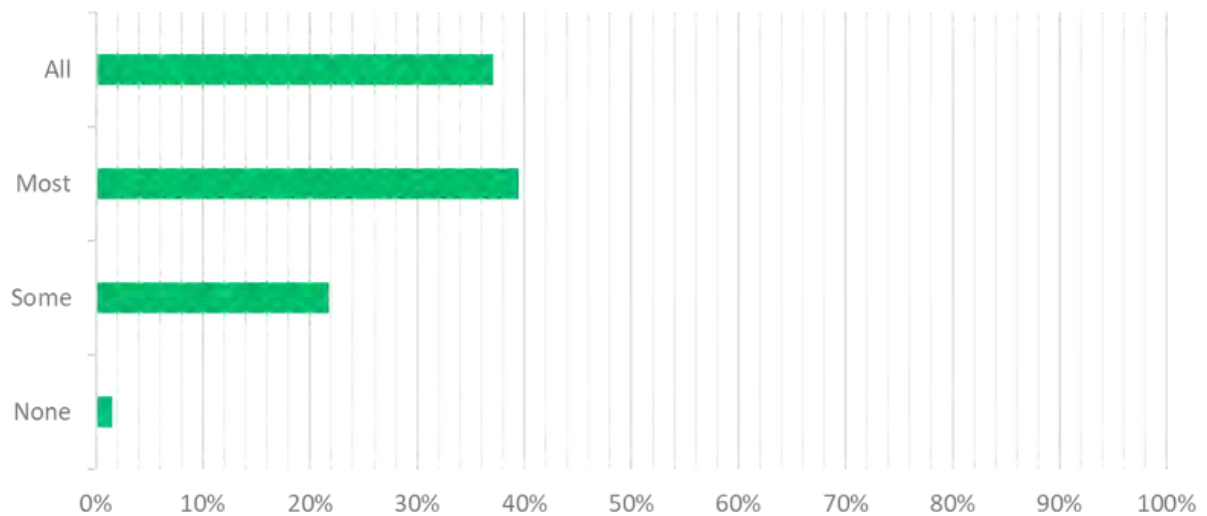




**Q18: Are all recreational services offered by the Village of Southern Victoria affordable?**

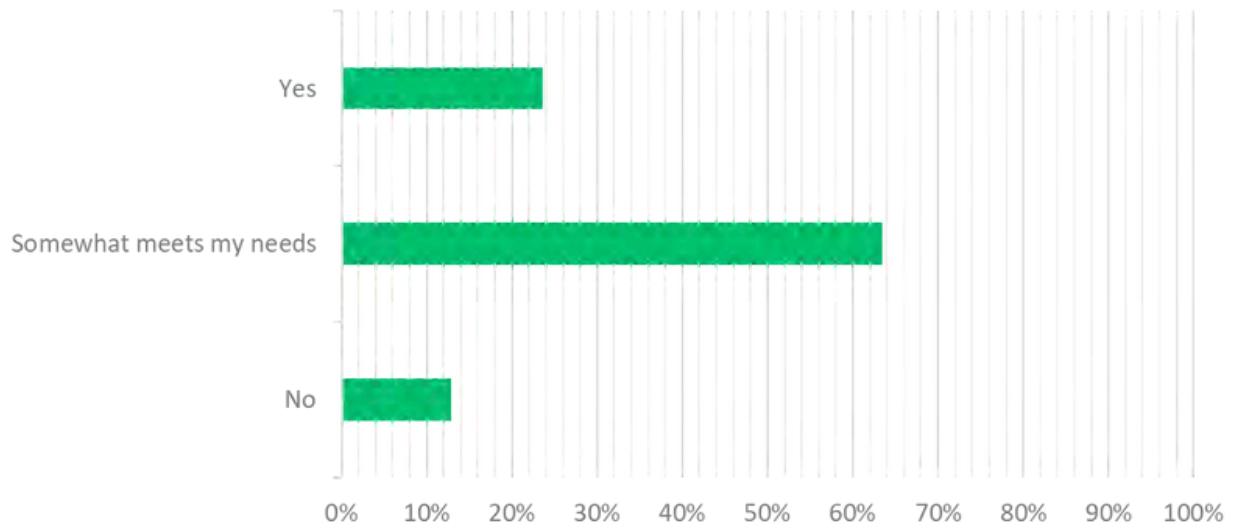


**Q19: Are all recreational services offered by the Village of Southern Victoria inclusive for all genders, ethnicities, ages and abilities?**

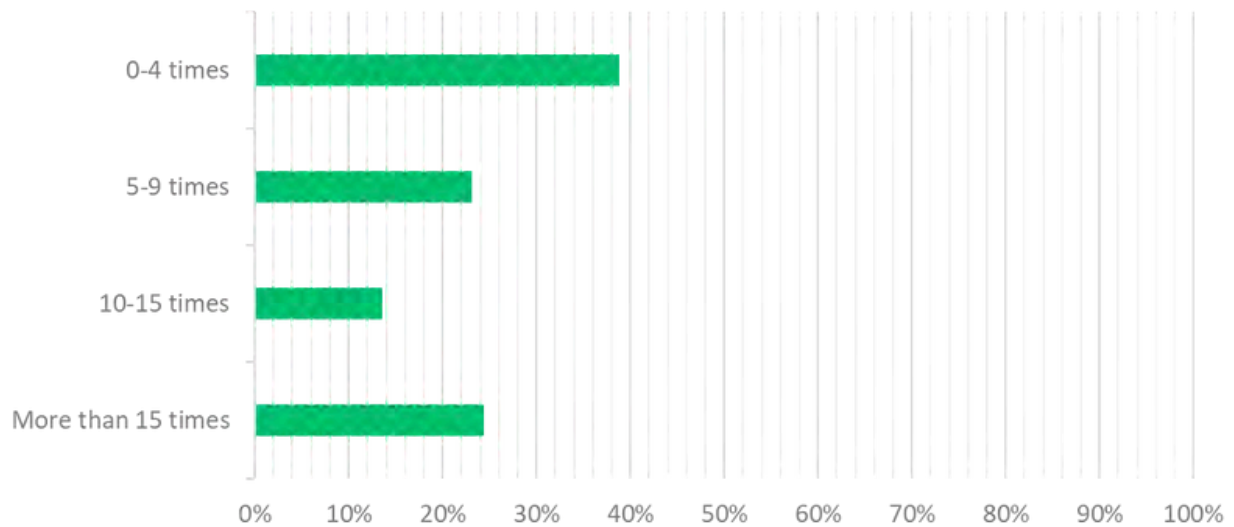




**Q20: Do recreational services offered by the Village of Southern Victoria currently meet your needs?**

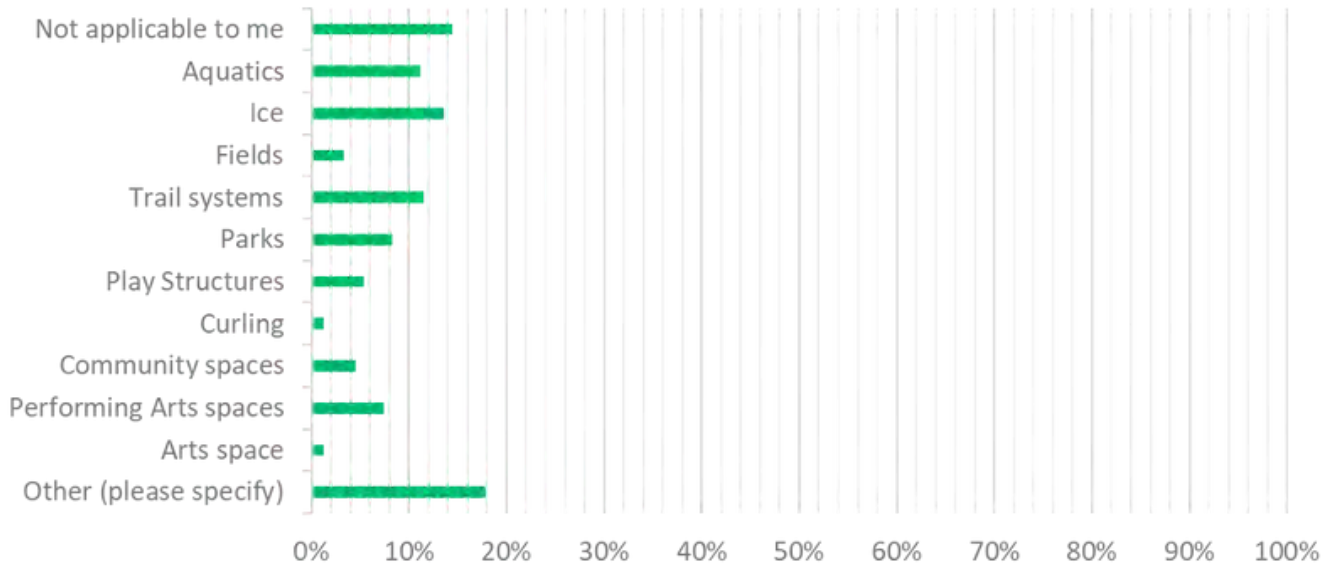


**Q21: In any given year, how often do you travel away from VSV (30Km or more) to utilize recreational services in another town/city?**





**Q22: What recreational facilities do you utilize in other towns/cities? (click all that apply)**



**Q22 - Other (please specify)**

**These are the 43 UNEDITED comments received:**

1. trials and indoor pool
2. Theater
3. Gymnastics
4. Aquatics, parks, trail systems, community spaces
5. Golf
6. River
7. Trail systems, parks, arts space, performing arts spaces
8. Gym/ our is too outdated and small! trail systems and aquatics. Would be nice to have an indoor pool
9. Trail systems, play structures, aquatics
10. Parks, trails, playgrounds
11. Walking track
12. Bowling
13. aquatic, performing arts, arts space, trails
14. Russian gooning facility
15. Movie theatre, indoor basketball court, indoor pool, rock wall, trampoline park indoor



## What recreational facilities do you utilize in other towns/cities? (click all that apply)

### Q22 - Other (please specify) Continued

These are the 43 **UNEDITED** comments received:

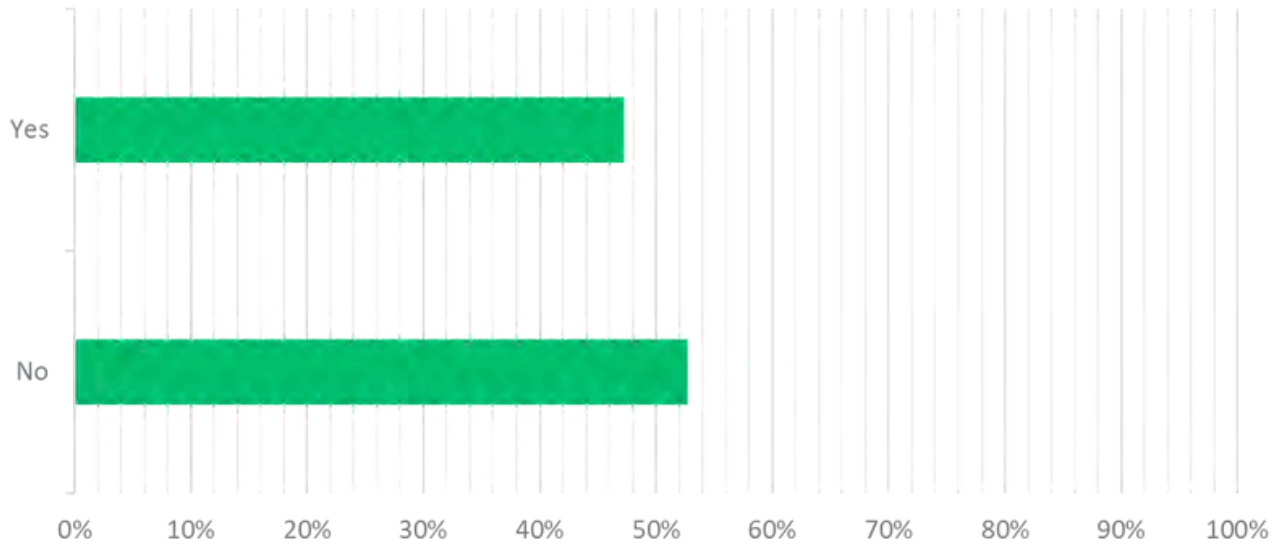
16. Indoor basketball court
17. Gym
18. Everything
19. Hockey games
20. Gymnastics/ dance
21. play structures, parks
22. Trails, community spaces, parks, play structures
23. All of the above except aquatics
24. Parks, swimming, bowling, movies, splash pad, kids playground
25. Splash pad that's baby safe! - trav for play structure variety
26. ice, aquatics, play structures, gym trainer, field house
27. indoor walking track, indoor pool, ice
28. Walking track
29. Fields ice
30. indoor basketball court
31. Parks, Play structures and community spaces as well as aquatics
32. Trails, parks, performing arts, community spaces, play structures
33. Trails, Parks, Community Spaces, Play Structures, Performing Arts spaces
34. All of the above
35. Pickle ball at the tennis court and schools
36. Library because ours doesn't have a usable outdoor area
37. All above but Ice
38. Aquatics, Ice, trails, parks, play structures, community spaces
39. We leave town 4 days a week for para sports like sledge hockey chair basketball para skiing aquatics etc. Need to have accessible ice for sledge hockey and para skaters
40. trails, parks, indoor pool
41. Perth has no Indoor pool which would be a huge advantage. no gymnastics, no martial arts as on 2024, most of the play structures are around 30 years old.
42. Aquatics, parks
43. Gym

### Summary of comments:

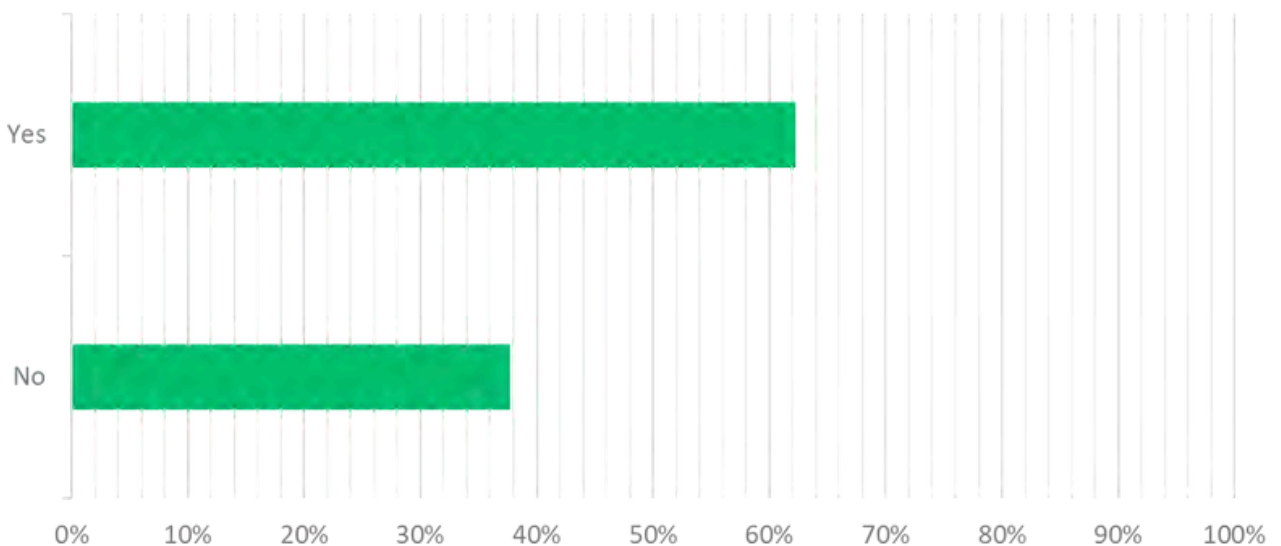
- Most frequently mentioned facilities: Indoor pools, trail systems, performing arts spaces, and gym facilities.
- Many respondents expressed a desire for a larger gym and an indoor pool in VSV.
- Other mentions included bowling alleys, splash pads, walking tracks, and arts spaces.



**Q23: Do the INDOOR recreational offerings during Fall/Winter in the Village of Southern Victoria meet your expectations?**

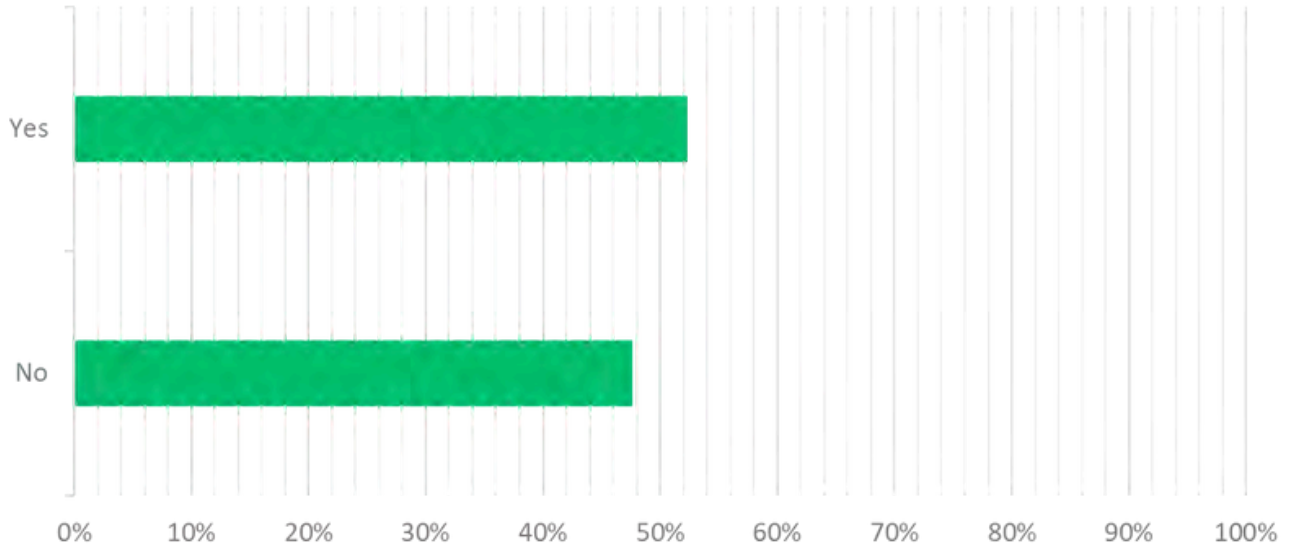


**Q24: Do the OUTDOOR recreational offerings during Fall/Winter in the Village of Southern Victoria meet your expectations?**

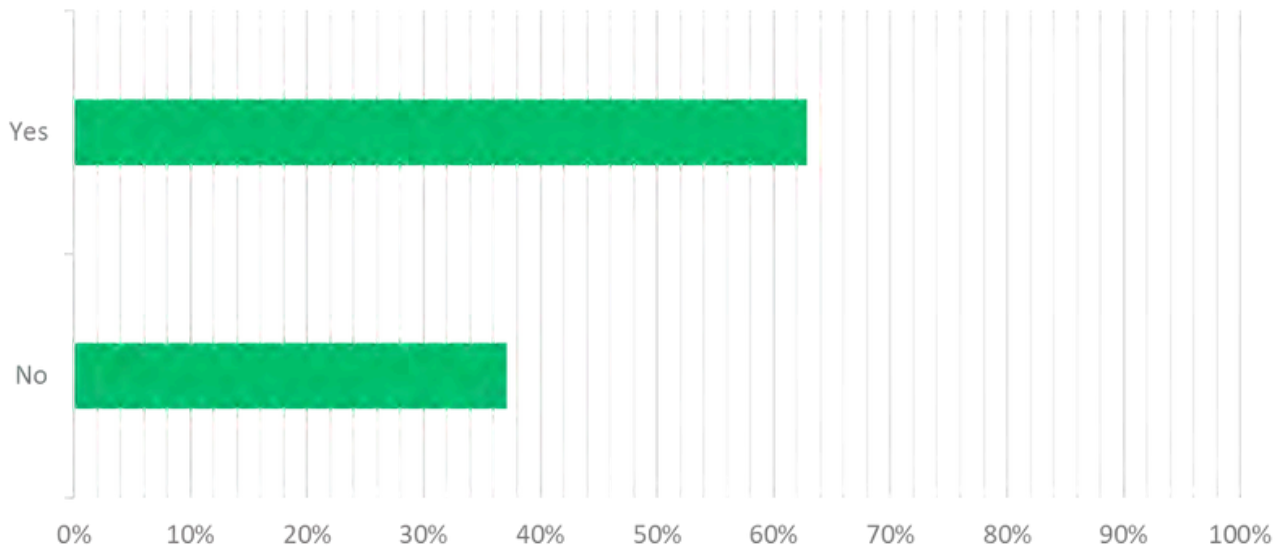




**Q25: Do the INDOOR recreational offerings during Spring/Summer in the Village of Southern Victoria meet your expectations?**



**Q26: Do the OUTDOOR recreational offerings during Spring/Summer in the Village of Southern Victoria meet your expectations?**





**Q27: In your opinion, what area's of recreational services offered by the Village of Southern Victoria are valuable to the community**

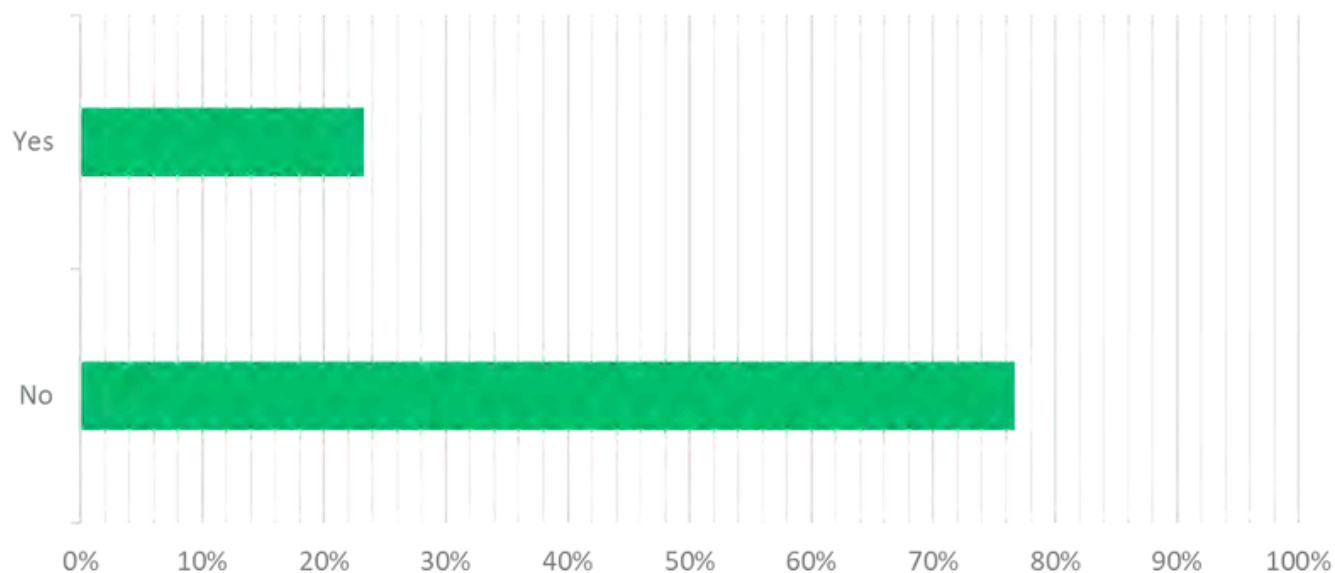
|                                   | Extremely Valuable | Very Valuable | TOTAL      | Somewhat Valuable | Not Valuable | TOTAL      |
|-----------------------------------|--------------------|---------------|------------|-------------------|--------------|------------|
| <b>Civic Centre</b>               | 62%                | 28%           | <b>90%</b> | 8%                | 2%           | 10%        |
| <b>Trails &amp; walking loops</b> | 54%                | 30%           | <b>84%</b> | 13%               | 3%           | 16%        |
| <b>Playgrounds</b>                | 47%                | 35%           | <b>82%</b> | 12%               | 6%           | 18%        |
| <b>Pool</b>                       | 55%                | 26%           | <b>81%</b> | 17%               | 2%           | 19%        |
| <b>Waterfront &amp; Park</b>      | 48%                | 33%           | <b>81%</b> | 13%               | 6%           | 19%        |
| <b>Baseball Diamond</b>           | 44%                | 36%           | <b>80%</b> | 15%               | 5%           | 20%        |
| Basketball courts                 | 39%                | 36%           | 75%        | 22%               | 3%           | 25%        |
| Active Parks                      | 37%                | 35%           | 72%        | 20%               | 8%           | 28%        |
| Splashpads                        | 34%                | 31%           | 65%        | 23%               | 12%          | 35%        |
| Passive Parks                     | 28%                | 35%           | 63%        | 28%               | 9%           | 37%        |
| Tennis/Pickleball courts          | 28%                | 32%           | 60%        | 34%               | 6%           | 40%        |
| Track & Field Sports              | 29%                | 31%           | 60%        | 31%               | 9%           | 40%        |
| Bandstand                         | 17%                | 29%           | 46%        | 44%               | 10%          | <b>54%</b> |

**Q26: In your opinion, what areas of recreational services offered by the Village of Southern Victoria should be increased?**

|                          | Have too Many | Have Enough | Need More  |
|--------------------------|---------------|-------------|------------|
| <b>Playgrounds</b>       | 2%            | 42%         | <b>56%</b> |
| <b>Active Parks</b>      | 2%            | 45%         | <b>53%</b> |
| <b>Splashpads</b>        | 2%            | 46%         | <b>52%</b> |
| <b>Pool</b>              | 1%            | 49%         | <b>50%</b> |
| Trails & walking loops   | 2%            | <b>56%</b>  | 42%        |
| Track & Field Sports     | 2%            | <b>58%</b>  | 40%        |
| Passive Parks            | 2%            | <b>58%</b>  | 40%        |
| Waterfront & Park        | 1%            | <b>63%</b>  | 36%        |
| Civic Centre             | 2%            | <b>62%</b>  | 36%        |
| Basketball courts        | 1%            | <b>70%</b>  | 29%        |
| Baseball Diamond         | 1%            | <b>72%</b>  | 27%        |
| Tennis/Pickleball courts | 4%            | <b>78%</b>  | 18%        |
| Bandstand                | 3%            | <b>79%</b>  | 18%        |



## Q29: Do you have any safety concerns when utilizing OUTDOOR recreational services in the Village of Southern Victoria?



**Participants had the option of adding a comment to Q29 to share their safety concerns.**

**These are the 43 UNEDITED comments received.**

1. Lack of proper crosswalk by the Elks where frequent outdoor activities take place and the building is used such as celebrating holidays and winter fest .
2. Carlingford walking trail rutted and muddy.
3. The pool is a disaster usable bit disaster. It's old and needs to have a new pool. If the town doesn't want to build a new one due to it being in the flood zone then build a new one by the middle school. The money that your putting into the old one to band aid it for using that money could go towards a new pool.
4. some outdoor areas are in need of repair, equipment is aging and has not been fully upkept
5. I don't feel safe walking alone on the trails, even during the daytime hours
6. Crosswalk use by Elks being discontinued .
7. please provide a safe space for skibidi gooning
8. i don't know
9. Have none
10. i don't have any concerns
11. The roads
12. Just be careful
13. None
14. Lighting and addiction issues are a concern
15. Glass in basketball and tennis courts, unkept areas, no working water fountains or bathrooms,
16. Trails with motorized vehicles. Crosswalks poorly marked and maintained. Education needed for driving population to explain importance of a crosswalk. Only playground at a school with fencing and not available during daytime.



## Q29: Continued

**Participants had the option of adding a comment to Q29 to share their safety concerns.**

**These are the 43 UNEDITED comments received.**

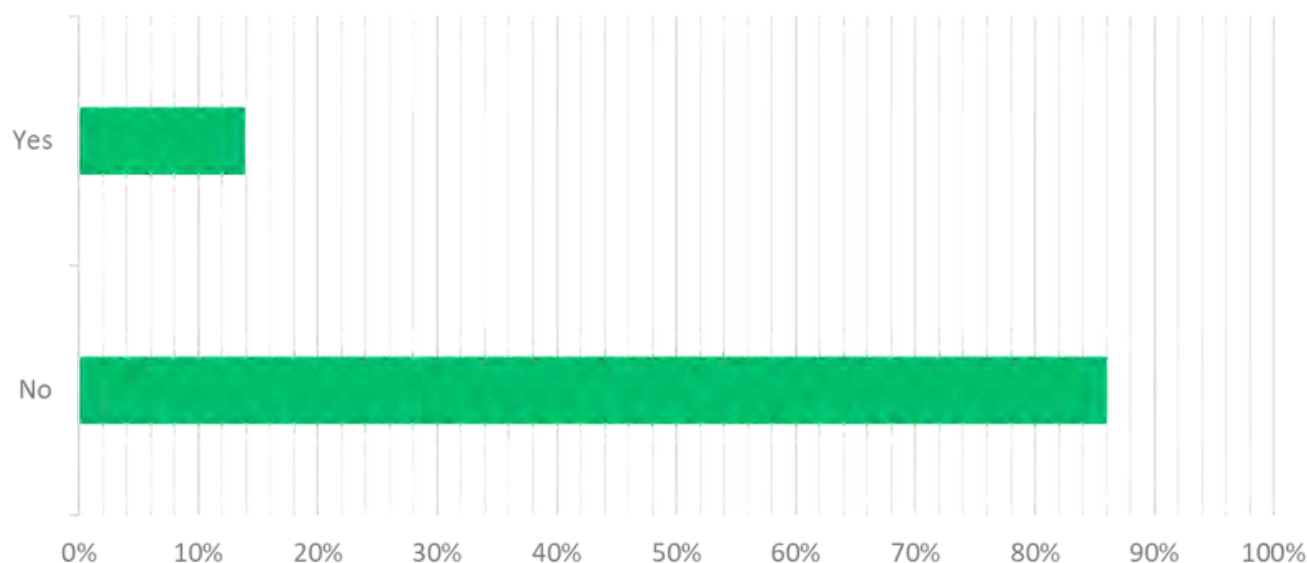
17. A lot of walking trails and parks/playgrounds are surrounded by drugs and walking around I find used needles. It is very dangerous
18. We have found garbage and liqure and even needles on walks through trails and playgrounds with our kids
19. Needles and drug use at basketball park. Condoms on ground. Needles on ground.
20. Have found needles in many locations they need better monitoring
21. Minimal maintenance to most facilities. Could consider a disposal program for addiction services.
22. The splash park is NOT SAFE for toddlers - younger child use- it's unsupervised by an unsupervised pool and a large supervised pool - I travel to grand falls where a fence seperates the pools and splash pad.
23. drug addicts, 4 wheelers and needles
24. Drug usage and the presents of drug usage
25. parks are not clean
26. The druggies you might encounter along the way
27. Crosswalk safety when using field by the Elks needs a person assigned during events .
28. The left behind drug paraphernalia and users in the area
29. None
30. Cleanliness of parks and community due to drugs and contraband.
31. PERSONAL SAFETY
32. Kids and drugs and alcohol loitering at the basketball courts and No access to bathroom for baseball games
33. Poorly kept, neglected, need more frequent general maintenance and cleaning
34. There are not enough walking, snowshoeing, or biking trails that are free of motorized vehicleslike ATVs and snowmobiles.
35. Walking trails are shared with motorized vehicles and are less accessible for foot traffic.
36. Trails in town are sketchy
37. Often old and out dated. Needles at some. No garbages etc.
38. Pool needs a lot of work
39. Truck ruts on walking trails, love the liability sign.....
40. The pool is in desperate need of repair/up grade. The baseball field needs much work also
41. Maintenance and cleanliness access to running water bathrooms monitoring for garbage and drug paraphernalia
42. Trails need repair
43. The walking trails have some sketchy people on them and drug use age from those people.

### Summary of comments:

- Poorly maintained trails and playgrounds.
- Presence of drug paraphernalia and unsupervised activity areas.
- Lack of proper crosswalks near high-traffic areas.
- Need for better lighting in parks and trails to improve safety.



### Q30: Do you have any safety concerns when utilizing INDOOR recreational services in the Village of Southern Victoria?



Participants had the option of adding a comment to Q30 to share their safety concerns.

These are the 29 UNEDITED comments received.

1. The age and state of the gym equipment. The town is in need of a newer gym facility
2. fitness gym is in need of new equipment and repair
3. Exercise equipment looks like it's going to fall apart
4. kwebblecop stunt montage
5. i don't know
6. i don't have any concerns
7. The gym equipment is very old and using the bar I sometimes feel very unsafe like it's going to come down on me
8. Stay motivated
9. We need a better/ safer gym
10. None
11. Equipment maintenance and obstructions on the track
12. Drug use in gym bathrooms
13. Could put more effort into cleanliness and sanitation.
14. When having to get to the community room, it should be better known that there is an elevator for people who cannot do stairs
15. The elevator at the civic centre is not always operational and needs someone with a key to use it and the person with the key is on the second floor.



## Q30: Continued

Participants had the option of adding a comment to Q30 to share their safety concerns.

These are the 29 **UNEDITED** comments received.

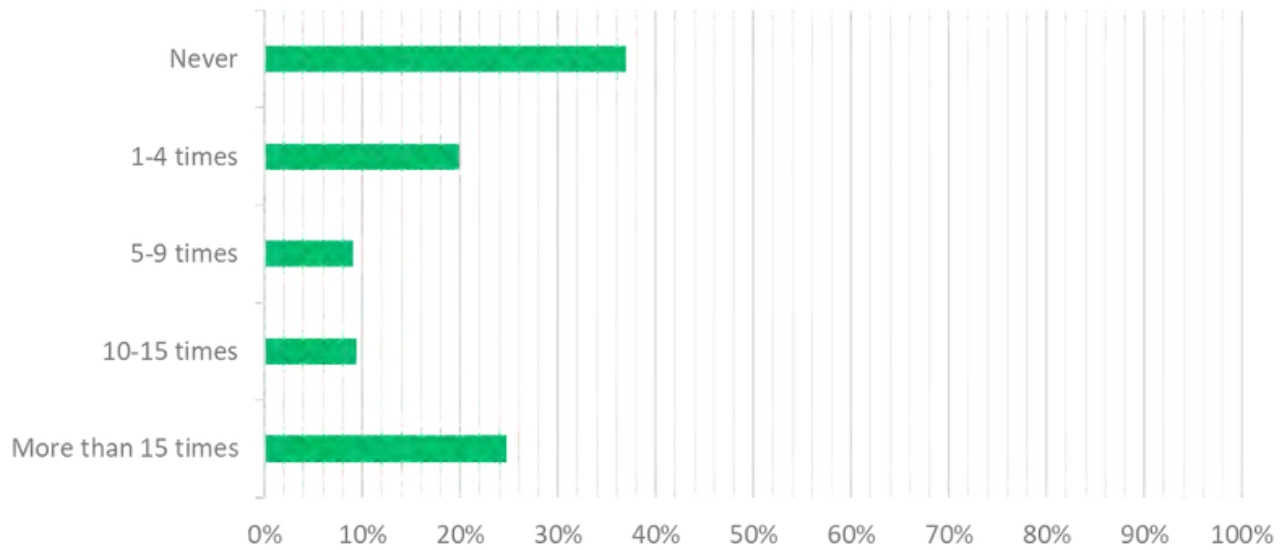
16. How much ice is on the walking area inside the arena
17. Cleanliness
18. None
19. Boards and benches need replaced in RVCC, some pieces don't go together properly, benches are warped in some dressing rooms and nails sticking out where water bottles are held during hockey games.
20. When you rent the upstairs rec room it gets way too hot and no one can turn down the heat.
21. More general maintenance and cleaning
22. NA
23. Old equipment possible hazard
24. Rink is getting old we need a bigger arena with more options
25. The arena is way too cold and the sound system is not good on ears and hearing.
26. Walking track blocked, low level maintenance on equipment
27. Level surface
28. I'm scared to use the elevator at the Civic Centre because I've heard horror stories
29. Stairs at Walking track isn't accessible to all

### Summary of comments:

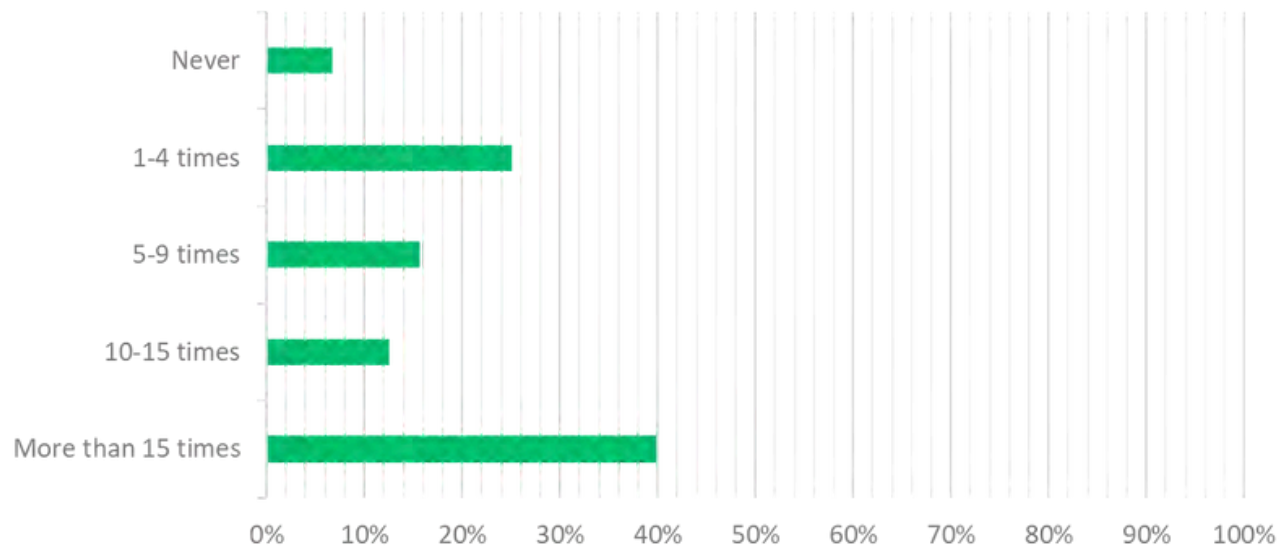
- Aging gym equipment that poses safety hazards.
- Poorly maintained arena facilities with deteriorating boards and benches.
- Accessibility concerns, including a non-functional elevator in the civic center.
- Concerns about drug use in facility restrooms.



**Q31: When open for the season, how often do you use the pool and/or splashpads in the Village of Southern Victoria?**

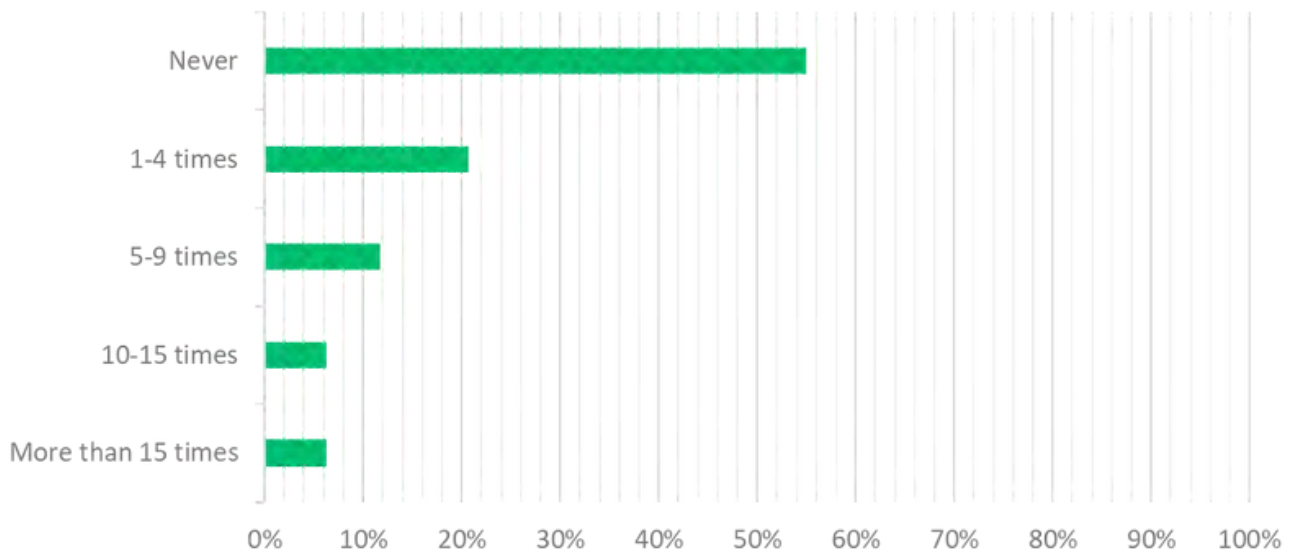


**Q32: In any given year, how often do you utilize/visit the River Valley Civic Centre?**

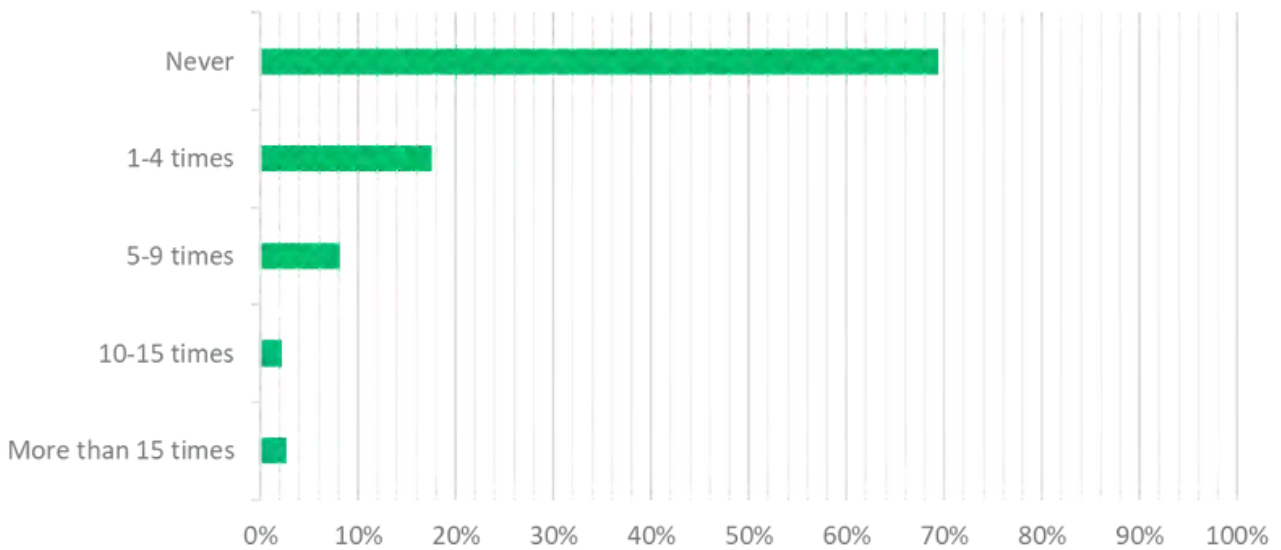




**Q33: In any given year, how often do you utilize the basketball court?**

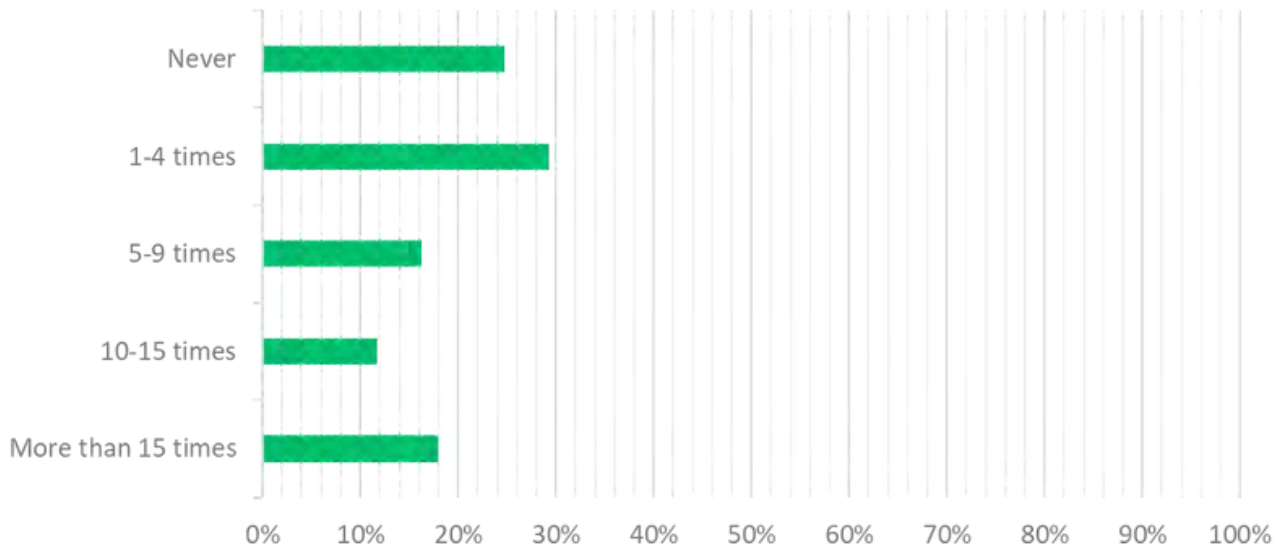


**Q34: When open for the season, how often do you utilize the pickleball/tennis courts?**

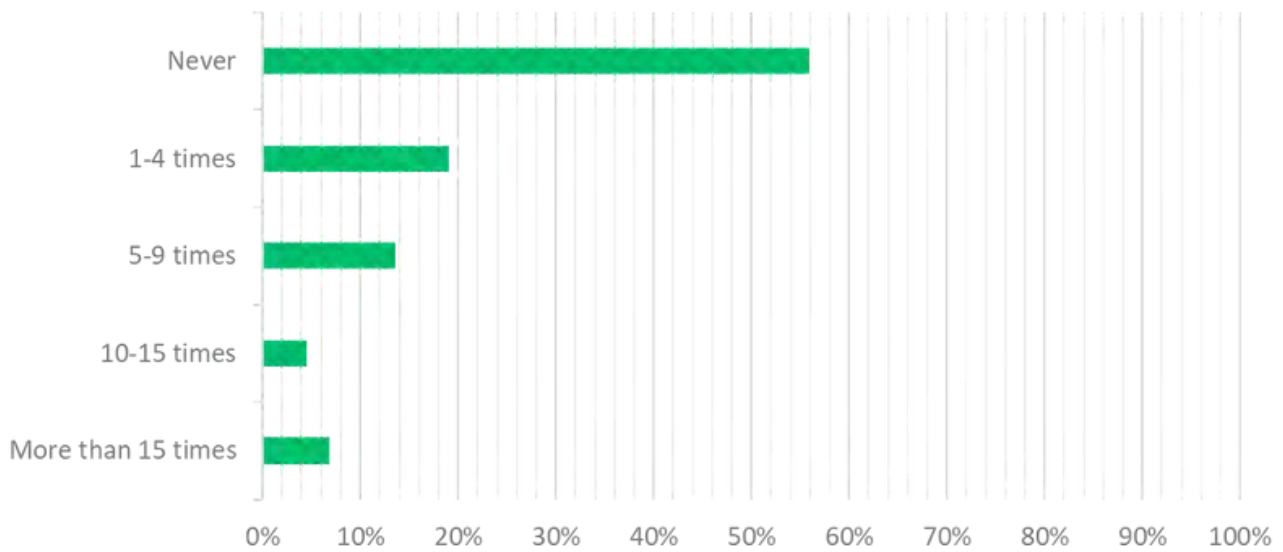




**Q35: In any given year, how often do you utilize/visit the parks and playgrounds in the Village of Southern Victoria?**

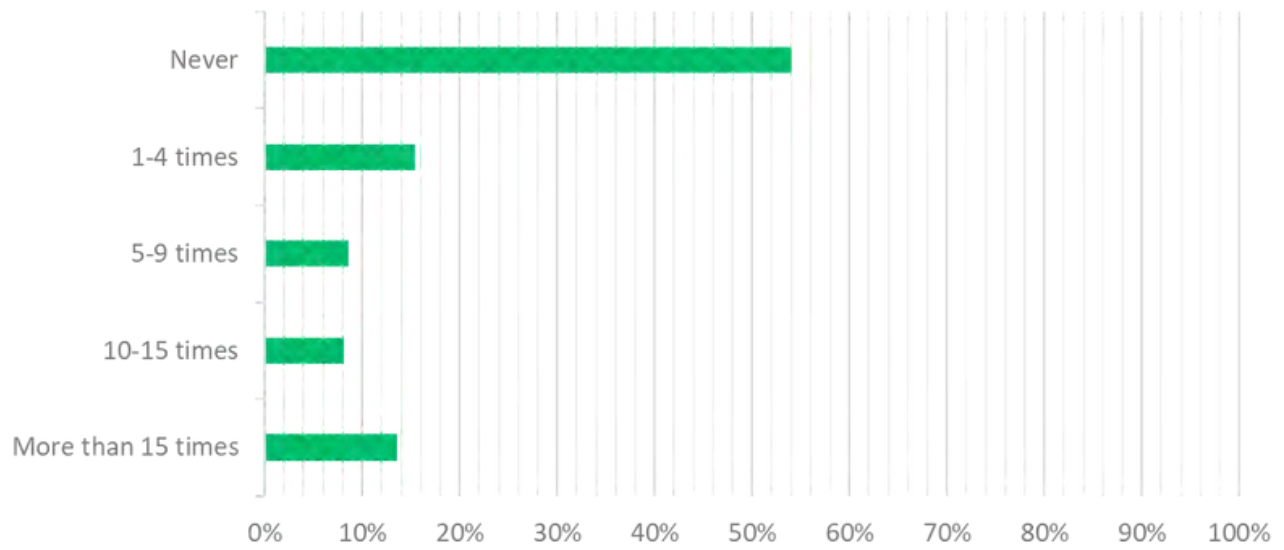


**Q36: In any given year, how often do you utilize the outdoor track?**

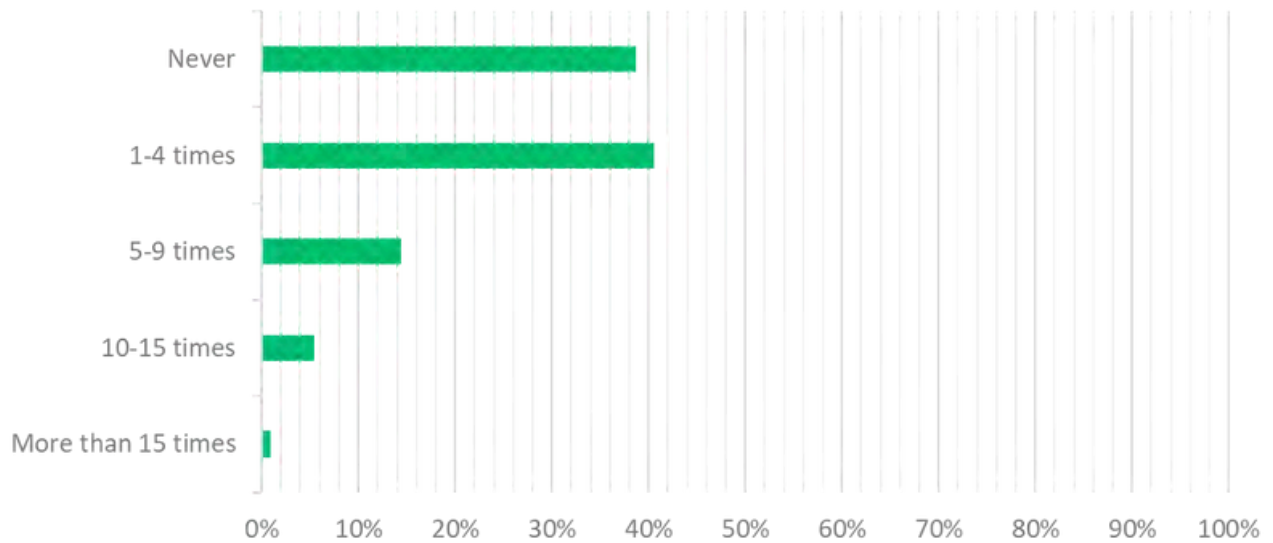




**Q37: In any given year, how often do you utilize/visit the soccer fields?**

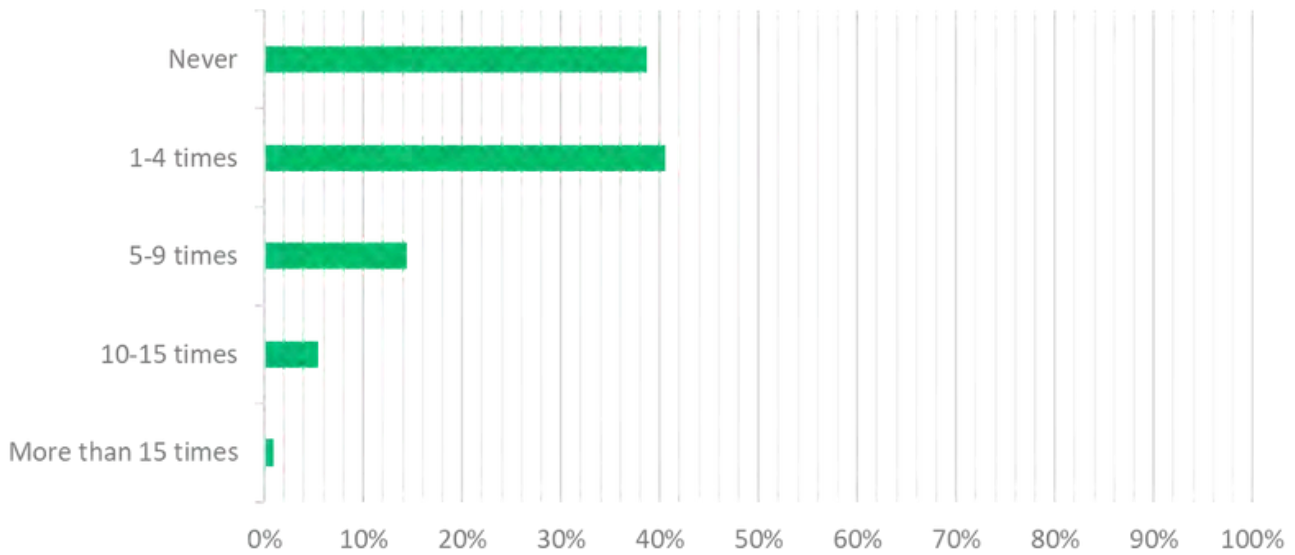


**Q38: In any given year, how often do you attend events at the Bandstand?**

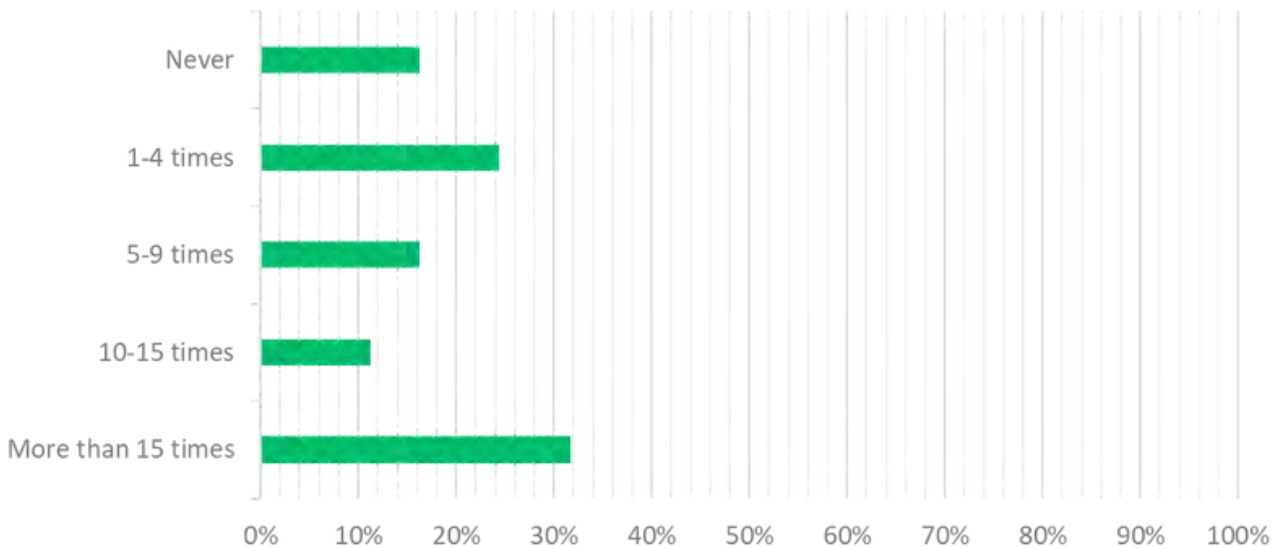




**Q39: In any given year, how often do you utilize/visit the waterfront & park?**



**Q40: In any given year, how often do you utilize hiking/walking/community trails and loops offered by the Village of Southern Victoria?**



**Q41: Please provide any comments that you would like to share that may not have been covered in this survey.**



**89 Responses were received. Below are UNEDITED comments.**

1. Survey questions were hard to answer, depending on a person's age and stage in life . Raising a child in this community was great, lots of recreational activities etc and was affordable, many free activities, we used services more for my kids. At 49 years old with no small children find it limiting for my age group. Lots of great stuff and variety for kids, youth, family and seniors, but not a lot for ages 40 to 60. But for a small community they do great with what they have to work with within their means.
2. Often i see some courses, physical, or activities that i can not attend because of the timing. I am 58 years old and would love to participate in some activities or exercises that is on daytime during week, or to early in the evening. By the time i get home, have supper, it's too late. I would love to have a 50plus, exercise in the pool.
3. Please fix the splash pad so it works Would be great to have an indoor aquatics facility in the future More group fitness classes would be nice, and a bigger gym for exercise
4. We need more of parks with new playground equipment. We don't have any park in Aroostook. We have too come to school playground. We need one nice park for our Aroostook community where kids can play and elders can have a nice walk and talk.
5. More trails for hiking, and designated mountain biking trails would be great to see. The landscape of our town is quite unique for the area. Perth Andover has the potential to be one of the biggest mountain biking destinations within 200km. And then the trails can be converted to xc skiing/snowshoeing in winter, attracting new people year round.
6. I think the Village does well with what we have. I think we need a bit of updates done to some of the facilities. It would be great to have an indoor pool. I believe that would improve the health and well being of our residents
7. Make empty lots in town available for short term campers; improve walking trails and downtown storefront businesses appearance & signage. Get RCMP to clamp down on crime and encourage Neighborhood Watch organization.
8. I believe our village would greatly benefit from:  
A motocross and ATV track, providing a safe and controlled environment for enthusiasts.  
Action sports facilities, including:
  - Skate park for skateboarding, scootering, and rollerblading
  - BMX track
  - Hiking and biking trailsThese initiatives would promote physical activity, community engagement, and responsible riding practices, while reducing unauthorized trail usage.  
This development would cater to diverse interests, foster a sense of community, and enhance our village's recreational offerings.
9. Not everyone is on facebook so communication needs to be done on multiple forums describing what is happening in the community. Safety is an issue as the drug crisis in town is out of control. Outdoor spaces are not maintained as well as they should be re: mowing, tuffmuck challenges taken down (tarps left all year is a safety issue for animals/children and an eye sore). I often see garbage along the ball field while walking and along the trail.
10. Need an indoor pool  
Need an indoor walking track with extended hours of operation
11. There is not enough ice time for everyone in the village with outside sources using it. There needs to be a consistent canteen available onsite. The ice needs to be in earlier than Oct 14 every year for the minor hockey groups to be able to offer different services and kids do not go to other associations to play. This is the first year in about 10yrs that we have been able to offer A teams because the ice was in earlier than usual.
12. A small indoor aquatics facility would be beneficial to the community. It could be paired with a community centre.
13. build hockey dressing rooms underneath the bleachers in the civic center for river valley thunder and southern victoria vikings

**Q41: Please provide any comments that you would like to share that may not have been covered in this survey.**



**89 Responses were received. Below are UNEDITED comments.**

14. Need indoor pool
15. Bass tournaments should made to feel more welcome.
16. why am I doing this
17. goofy ahh uncle productions.
18. I think we should have an indoor basketball court u pay for a year and a key card I think we should have a bigger workout gym and a trampoline park somewhere we need more fun things like a movie theatre and a rock wall this town is boring there's nothing to do here
19. i don't know
20. i don't have any comments that i would like to share about this server
21. None
22. we should get a movie theater
23. need more walking tracks outside,
24. I would like a new gym
25. Better roads
26. I really think the gym needs attention
27. ldk
28. A better gym would be beneficial for everyone
29. I think we should develop more sport, recreation, and event things to do on the waterfront. Beach volleyball, live music, painted lines on the sidewalk, fishing and boating, zip lines and splash pads. It could be awesome!
30. Would be nice to have a park over town by the picnic table canopy like they have at Woodstock at the Connell park , a place people could go to instead of driving out of town in the evening or weekend maybe with a canteen to boot would be nice for younger people
31. The splash pad would be great if it actually worked. It would also be nice to have a splash pad on the Andover side of the river.
32. Other recreational services should be considered. Expanding the ALFC, repainting pickleball courts (4 instead of 2), outdoor volleyball courts, etc are some such examples.
33. It would be nice to have the splash pad separated from pool for the local daycare to be able to utilize because of daycare standards (has to have a separated area from pool area)
34. We need more options for kids if all ages, skate park, play ground and operation splash padsimulator to woodstock, we have tons of space by the rotary Pavilion we could have a beautiful play ground there for the kids of all ages, a skate park could be built there or over by the legion, for many Manu years the kids of the village have been neglected, we travel to woodstock or grand falls to give our children an outdoor space to play, grow & learn when we should have that in our community, we need a splash pad that works and is accessible even when the pool is closed, an indoor pool would be a fantastic asset to the village. We have the money and it should be invested back into the community, it's very hard to raise a family herewith so little options.
35. More focus on maintenance and management. Don't hesitate to provide more for the youth of the community.
36. I think u need to get the ice in as early as possible!!
37. Looking for services that are mother baby- toddler - child friendly in general. Specifically Playground warriors is great but a group for younger ages would be appreciated. Also I would utilize the pool every day if it had a fence seperating it from the pool or another safety measure.
38. Gym expansion and indoor pool should both be offered by VSV

**Q41: Please provide any comments that you would like to share that may not have been covered in this survey.**



**89 Responses were received. Below are UNEDITED comments.**

39. one of my kids have asked for track and field but there is nothing here. Splash pad needs to be outside of the pool area, by the water front. We don't go to the playgrounds because we don't feel safe in the areas that they are in. Don't use the paved walking trail in Andover because we don't feel safe.
40. We need new or different activities for adults and children in the winter other than hockey. Skating lessons, self defense, swimming etc. We also really need dog parks (for small dogs and big dogs). Would also be helpful for tourist and travelers as well as the community.
41. I just have to say that one of the big areas that are not getting the attention that it needs is our pool and splash pad. The only time I seen kids playing at the splash pad this year was after a heavy rain and they were sitting playing and what most people call puddles and our pools needs major repairs
42. be nice if the splash pad was open all the like other places
43. The trails don't feel safe anymore.
44. Civic centre canteen doors should be unlocked during practices, and games. so parents have a place sit where it is warm. Other communities have their facility open.
45. The youth recreation programs start later than other communities and do not always run as long. Sometimes things get cancelled unnecessarily.
46. Need more ice time
47. the village has to assume their responsibility for the security of the abandoned former Victoria Glen Manor...1 week ago 3 children were seen playing on the roof of the structure...other children were playing inside...homeless people and drug addicts use the structure and thieves have torn the interior apart to steal copper wiring...in the next few weeks a news team will becoming to Perth-Andover to do a story on this disgraceful derelict building and will need to interview the mayor or village manager
48. I live outside of town limits and access only special events. No family that play sports. Utilize personal property for hiking, biking, and snow shoeing although occasionally meet friends intown for Carlingford trails.
49. East riverside drive needs a permanent pavement fix instead of cold patch every spring that gets ripped up by the plow and heavy log trucks as well, the old Victoria glen manor needs demolished instead of being broken into and raided by people and a home to drug addicted individuals.
50. Please pave east riverside drive and stop hot patching it. We are still part of Perth-Andover.
51. I don't currently live in Perth Andover. But I was born and raised in Perth Andover, and have lived there for 26 years. While growing up having the pool, playgrounds and ballfield with the arena was very nice. I feel that maybe the arena could be updated a bit more. Maybe have some of the pools updated a bit as well. It's nice to have waterfront. It was not available at the time I was living there. But knowing that, it's nice to come home and able to enjoy The beautiful River.
52. I think you guys are doing a great job, just maybe need some more man power to help things be more clean. We love the workers that already work there. Dana Stacy is fantastic, but that is a big space to keep clean at the arena.
53. I think there is lots to do you just have to get out and do things in are village
54. Cleanliness of the RVCC is a must and sometimes lacking in washrooms and bench areas. Lack of canteen at times for hockey games which could be bringing in more revenue for the RVCC.
55. If events are happening it would be great to know about them a month ahead of time, so I can plan my schedule for work around their events.
56. I would like to see more parks for children. I would like to see a park built in Aroostook as well as a basketball court. There are many children in Aroostook that would benefit from this. I would also like to see more accessible services for children in Autism Spectrum Disorder. Especially activities and sports that are accommodated for their needs.
57. The soccer fields in the summer could be mowed more during soccer season. A heated arena or the option to put a few toonies in a heater to blow on spectators would be awesome.

**Q41: Please provide any comments that you would like to share that may not have been covered in this survey.**



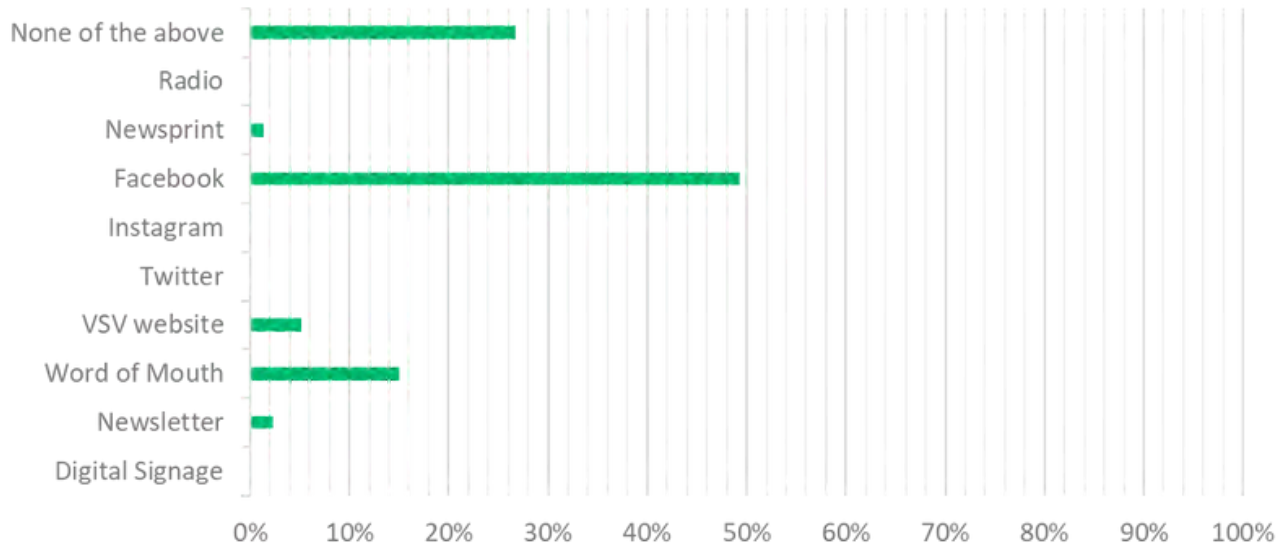
**89 Responses were received. Below are UNEDITED comments.**

58. we need a indoor basketball court for the winter time that is open all year around that u have topay for so people don't destroy them
59. A small indoor pool similar to many YMCA pools (4 lanes wide vs 6) would be beneficial to the village and surrounding area, especially if coupled with a larger gym and maybe a gymnasium with areas for community groups to use/ rent would benefit the recreating of our citizens
60. NA
61. I find I don't know about activities until the day of or the day after. This could be a Facebook issue as that is where I get most rec info
62. Most questions need additional selections because we don't have some of the resources. Splash pad for example could be valuable but often doesn't work, nor is the outside track finished, soccer nets are all rusted and outdated. The trails are in bad shape and the ski trail has been ruined by clearing and side by sides. We often travel out of town for walking trails and better sports.
63. We need to fundraise and look for grants and sponsorships to get a more in our community for the kids and the newcomers
64. There are so many lovely outdoor spaces that could be converted into multi use recreational spaces like all the vacant lots. Do enjoy the trails. Wish the splash pad worked and was outside the pool.
65. Mowing and maintenance must be kept up on the walking trails with in the village and Carlingford.
66. To much to list
67. The need for a multi purpose facility, basketball courts , pickle ball etc..
68. Look at your community and the needs as a whole not what's good for one age group make it a generational friendly accessible experience
69. Would love indoor pool. I travel out of community twice weekly for this
70. The library should have been listed throughout the survey.
71. Indoor pool is needed  
Figure skating classes  
Host more kid events- bring people in to teach kids things example cooking classes, babysitting courses, life skills.  
Create an indoor park that could be rented for parties and events  
For adults- create an area to host parties and events  
Place to play pool or ping pong  
Clubs kids could sign up for to volunteer helping others- get kids involved in being good citizens  
Educational opportunities for kids and adults  
Badminton
72. Splash pad needs to be more accessible. It would be nice to use it outside of pool hours. Fencing it outside pool could give access to community at any time
73. I use the trail system on an almost daily basis, but it has become tricky now that recreational vehicles and skidoos are allowed on it. Some drivers are respectful, but sadly there are many that are not. I have even encountered actual cars and trucks driving on the trail in Andover, which is definitely a safety issue that needs to be addressed. It was much safer for pedestrians when recreational vehicles were not permitted on the trail.
74. I didn't know there was a track. Public access to a gym through the summer. Use civic center floor for more events in the summer.
75. More Groomed xc ski trails, fat biking and/or snowshoe trails.
76. They way to get adults (parents, grandparents, anyone 18+ ), is to attract the kids!
77. Please start some para sports and have activities non able body friendly. Persons with physical and mental disabilities need sports and exercise too.
78. This community offers so much for a small community
79. I think the splash should be open all the time for certain hours of the day and not fenced in. Other towns have it open to the public for 10-12 hours of the day during the summer months.  
Also feel that if we had another outdoor rink that people could use to learn to skate and take their kids with out having to worry about others playing hockey or knocking you down





## Q42: How did you hear about this survey?





# Open Houses & Stakeholder Meetings.

Orange Crow Leadership (OCL) organized a series of open houses over three days to facilitate extensive public participation and consultation. These sessions offered an informal environment for sharing information while also collecting public feedback. The format was designed cafeteria-style, enabling participants to move around, engage with various information display boards, and discuss specific topics of interest with OCL and Village of Southern Victoria staff.

This engagement method aimed to promote participation from all community members and user groups. A total of four open houses were conducted from October 19 to 21, 2024.

In collaboration with village staff, Orange Crow Leadership formulated a strategy for engaging key stakeholder groups.

Focused meetings with stakeholders took place during the same period, from October 19 to 21, 2024. The stakeholders involved included event organizers, sports coaches, sports and facility user groups, the library, youth representatives, and Tobique First Nation.



# Open Houses.



## Public Engagement

Open house and stakeholder feedback provided the team with an environmental scan for the VSV staff and Council, identifying strengths, weaknesses, opportunities and challenges. All feedback received has been amalgamated into key themes and will inform short-term initiatives to address current weaknesses and challenges as well as future long-term opportunities and priorities. The open house sessions were well attended with approximately 120 attendees in person.

The following is a sample of comments that were shared with the team.

- Need to make money off the river – activate it to attract tourists.
- Get a designation as a Provincial Park.
- Tomlinson Lake Hike to Freedom – work on land deal to make it a year-round tourist attraction.
- Support events by others with resources and marketing.
- Transportation – no regional bus, no local taxi service.
- More volunteers and coaches are needed in all areas of recreation. Offer training and equipment support. Offer incentives (discounted memberships/rates).
- Consider an 'App' to manage registrations and schedules for all sports.
- Consider a Sport Registration night. People can bring used sport equipment to swap/trade/free.
- Village/school maintenance of the soccer field has to be defined and actioned.
- Improve access to soccer fields, provide seating/bleachers. Consider football and rugby uprights for use other than soccer. (Elementary school upright is tilted and has concrete sticking out)
- Develop Bike trails and offer bikes to rent/free.
- Village needs to work with schools for access to courts or provide indoor courts.
- Need a Fieldhouse with sports courts and indoor walking track.
- Finish the work on the Gathering of Scot's field, baseball diamond that was covered was seeded but never grew. Some concrete remains. Fencing was promised for access control.
- Improve access to river especially for parents with young children.
- Dedicated trails: currently trails are shared with walkers, ATV's, snowmobiles, bikes. Consider safety of trail users.
- Maintain trails and keep them clean and free from waste, needles and dog faeces. Install 'doggie bag' stations along the trails.
- Dogs should be on leash when walking on trails.
- Dedicated off-leash dog park.

# Open Houses.



- Splashpad separate to outdoor pool – currently only open when pool is open, and it closes regularly.
- New fitness centre equipment.
- Movie nights at RVCC.
- Movie theatre.
- Village branding needs to be consistent.
- RVCC is heart of the community – upgrade it.
- Recreation is a service offered through taxation – it shouldn't matter how much it costs to provide it at a high standard and safely.

Below is a word cloud of some of the commentary from residents at the open houses when asked **'What are the top three things that you would like to see, if money was no object?'**



# Open Houses & Stakeholder Meetings.



## Youth Engagement

Youth engagement plays a crucial role in developing a recreation plan, as young individuals are both current and future users of recreational programs and facilities. By involving youth, we can gain valuable insights into their specific needs, interests, and aspirations, ensuring that our recreational offerings are relevant, accessible, and appealing to this demographic.

To engage with this important stakeholder group, the team organized meetings with Middle School students and teachers, as well as a separate group of High School students. Here are some key priorities for this age group:

- An indoor pool.
- Arts, music, dance, and performing arts opportunities for teenagers: while there are many activities available for young children and seniors, options for teens who don't participate in sports are limited. Utilize existing spaces and provide necessary equipment.
- Access for teens to fields, gyms, and courts during the summer months.
- Consider incorporating rollerblading and floor hockey at the rink during summer.
- Teenagers are interested in competitive sports clubs, as they tend not to participate in purely recreational activities.
- A coffee shop by the river for teens to gather during the summer: create an inviting atmosphere with courts and activate the bandstand.
- A skateboard/BMX park near the river.
- Mini-golf or a 9-hole golf course.
- Outdoor and beach volleyball courts by the river, which would benefit the four volleyball teams at the high school.
- Transportation: there is a lack of taxi, Uber, or bus services available for young people, leaving them reliant on their parents for rides.

# Open Houses & Stakeholder Meetings.



## Tobique First Nation

The 2015 Report of the Truth and Reconciliation Commission of Canada (TRC Calls to Action) outlined 94 calls to action, many of which the sector can actively support, especially in the areas of education, health, and sports.

It is essential that municipal recreation facilities and programs are inclusive and accessible to everyone, including the Indigenous community. Understanding how the sector can assist Indigenous Peoples in accessing recreational opportunities is vital. Furthermore, it is important for non-Indigenous recreation and park staff, including coaches and volunteers, to receive training that equips them to support and engage with Indigenous participants and communities in culturally sensitive ways. By actively participating in these initiatives, the sector can significantly contribute to advancing the goals set forth by the Truth and Reconciliation Commission.

In developing this master plan, the project team consulted with the Neqotkuk (Tobique) First Nation Youth Center, a non-profit organization staffed by two community members and eight high school mentors. This center is committed to modeling, promoting, and teaching leadership, teamwork, and community involvement. They seize every opportunity to provide or assist with cultural, recreational, social, educational, and community activities, events, or opportunities.

Engaging with this key stakeholder aimed to gain insight into the Nation's recreational offerings, priorities, and potential for collaboration. The discussions highlighted the importance of cultivating a cooperative relationship between the Nation and the Village of Southern Victoria to address shared recreational needs and improve the quality of life for all residents.

The Nation features recreational spaces and facilities catering to various age groups and interests. The center includes a year-round indoor pool and a new state-of-the-art, 24-hour fitness center, both of which were identified as community needs during the open house sessions.

The 33-year-old indoor pool at the Nation has a new pump but is currently out of service while awaiting new tiles. The Nation is diligently pursuing funding to complete this work, aiming to reopen the facility for community use as soon as possible.

# Open Houses & Stakeholder Meetings.



The Nation offers evening youth programming and after-school activities four days a week, including basketball and volleyball clubs, as well as baseball, softball, and handball Indigenous Rookie Leagues.

It has been proposed that the soccer field in VSV could be utilized for First Nation Leagues, as they currently lack a dedicated field. Additionally, the Nation boasts two new baseball diamonds, a modern outdoor splash park, and a natural outdoor ice rink that is covered with a dome in winter and serves as an amphitheater when not in use.

All programming provided by the Nation is open to regional residents. Our engagement with the Nation revealed several opportunities for collaboration between the Nation and the village that could benefit the entire area:

- **Shared Use of Facilities:** Establishing joint use agreements could enhance the availability and utilization of existing recreational facilities, minimizing resource duplication and improving accessibility for all residents.
- **Resource Sharing:** Collaborating on resources and expertise, including staff, programming, and maintenance, could elevate the quality and sustainability of recreational offerings.
- **Enhanced Connectivity:** Creating shared trails, parks, and outdoor spaces could physically link the Nation and the village, fostering stronger relationships and encouraging active lifestyles.
- **Committee Resource:** Form a committee with representatives from both the Nation and the village to meet quarterly and discuss synergies. Cross-promotion of events and activities should be considered, and regular communication will help ensure that the village and the Nation work together rather than compete.





# What We Heard.



## Community Concerns

1. **Accessibility and Inclusivity:** Accessibility was a common theme, with residents calling for improvements to make recreational spaces and facilities welcoming and accessible for people of all ages, abilities, and backgrounds.
2. **Volunteers:** Many community members expressed concern about volunteer burn-out. Develop a plan to expand volunteer enrollment and use software to build out a database. Offer training, set hours, incentives. Engage youth in the village and Tobique First Nation.
3. **Budget Constraints and Funding:** Community members raised concerns about the financial feasibility of implementing new programs or upgrading facilities and stressed the need for transparent budgeting and potential partnerships to support funding.

## Community Goals

The Municipal Recreation Master Plan is guided by the following community-driven goals, developed in response to the priorities and aspirations identified during the engagement process. These goals reflect our collective vision for fostering vibrant, inclusive, and sustainable recreational opportunities:

### 1. **Build Community Connections**

- Use recreation as a tool to strengthen community ties by providing inclusive spaces and programming that foster a sense of belonging and togetherness.
- Partner with local organizations, businesses, and schools to expand opportunities and resources.
- Offer support to groups that bring events to the community. This can include helping to market the event, staff time and sharing of volunteer resources.

### 2. **Enhance Accessibility and Inclusivity**

- Ensure all recreational facilities, programs, and spaces are accessible and welcoming to individuals of all ages, abilities, and backgrounds.
- Prioritize removing physical, financial, and social barriers to participation for both indoor and outdoor options.

### 3. **Promote Health and Wellness**

- Provide diverse recreational opportunities that encourage physical activity, mental well-being, and social connection.
- Support programming that meets the needs of all age groups, from youth to seniors, with a focus on fitness, wellness, and personal development.

### 4. **Improve and Modernize Facilities**

- Upgrade and maintain existing recreational infrastructure to meet modern standards for safety, functionality, and sustainability.
- Develop new facilities that address current and future community needs.

# What We Heard.



## Community Goals cont'd

### 5. **Expand Outdoor Recreation Opportunities**

- Enhance the availability and quality of parks, trails, and open spaces, ensuring these areas are safe, well-maintained, and accessible year-round.
- Promote active lifestyles by encouraging the use of natural areas for walking, cycling, and other outdoor activities.

### 6. **Build Lasting Connections with Youth**

- Create opportunities for leadership: Invite youth to serve as ambassadors for recreation initiatives, helping to promote programs and events.
- Recognize their contributions: Acknowledge and celebrate youth participation in the planning process through public recognition or small incentives.
- Offer youth-specific programming: Based on their feedback, develop programs and activities tailored to their interests, ensuring sustained engagement.

### 7. **\*\*Develop a Volunteer Base**

- Define the roles and responsibilities that volunteers can take on.
- Create awareness and excitement about volunteer opportunities through various channels.
- Make the recruitment process simple and accessible.
- Provide training and support to ensure volunteers feel prepared and valued in their roles.
- Develop a recognition and retention incentives program.
- Build a volunteer community by fostering connections and camaraderie.
- Evaluate and adjust as needs change.

### **\*\*Volunteers**

*The Framework for Recreation in Canada document developed by the CPRA outlines the significant value of volunteers who play a vital role in the ongoing implementation of programs, training and services. According to the Measuring Impact Report, sport, physical activity, and recreation are powerful agents of social transformation, contributing an estimated \$13.6 B annually through volunteerism alone. As Canadians participate in programs – whether in-person or online, indoor or outdoor – the need for volunteers remains high, but comes at a time of unprecedented shortages. Not only does this shortage affect recreation and parks but also partners in allied sectors such as sport and culture. It will be important for the recreation and parks sectors to continue to promote its opportunities as rewarding, challenging, fun, and essential to the fabric, culture, and health of the communities in which volunteers themselves live, work, and play.*

# What We Heard.



## Community Goals cont'd

### 8. **Build out Tourism Opportunities**

- Local groups host many events that attract thousands of visitors to the area. The Village should support and market these events.
- Consider hunting and fishing opportunities to attract visitors.
- Consider enhancing activations on the river to take full advantage of the beauty of the Village and attract visitors for canoeing, kayaking, paddleboarding etc.

### 9. **Foster Environmental Stewardship**

- Integrate environmentally sustainable practices into the design, construction, and operation of recreational spaces and facilities.
- Protect and enhance natural areas to ensure long-term conservation and biodiversity.

### 10. **Support Financial Sustainability**

- Ensure recreational services are affordable for residents while maintaining financial sustainability for the municipality.
- Explore partnerships, grants, and sponsorships to support facility upgrades and new developments.

### 11. **Celebrate Arts, Culture, and Diversity**

- Incorporate arts and cultural programming into the recreational offerings to celebrate the community's diversity and heritage.
- Create spaces, classes and events that bring people together.

These goals serve as a foundation for the Municipal Recreation Master Plan, guiding future decisions to ensure that recreation continues to enrich the quality of life for all community members.

## Next Steps

**Compile & Share Final Results:** Public feedback will be integrated into the Municipal Recreation Master Plan, ensuring community-driven decision-making.

**Strategic Planning & Implementation:** The PARC and VSV Council will use the findings to prioritize future recreational developments.

**Ongoing Community Engagement:** Additional engagement activities should be scheduled as the planning process advances.

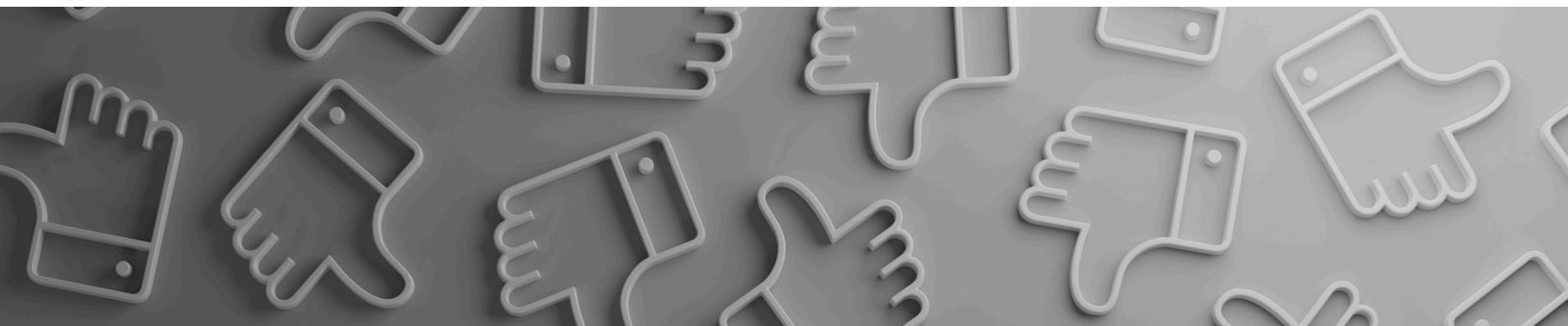
# Social Media Campaign.

As part of our commitment to inclusive and transparent decision-making, the Village of Southern Victoria PARC launched a targeted social media campaign to encourage public participation in the Municipal Recreation Master Plan engagement process. The goal was to inform residents, stakeholders, and community members about opportunities to provide input, ensuring diverse perspectives were considered in shaping the future of this plan.

Through strategic use of Facebook, X, Instagram and the VSV website, the team aimed to raise awareness, drive engagement, and maximize participation in surveys, meetings, and discussions. The campaign ran from October 13 to December 6, 2024 and featured a mix of informative posts, interactive content, and direct calls to action.

In social media analytics, views, reach, and impressions are key metrics that help measure audience engagement and content performance. While they may seem similar, they each provide distinct insights:

- **Views** – This metric typically applies to video content and represents the number of times a video has been watched. Platforms may have different criteria for what counts as a "view" (e.g., Facebook counts a view after 3 seconds, while YouTube requires at least 30 seconds).
- **Reach** – This refers to the total number of unique users who have seen your content. If one person sees your post multiple times, they are still counted as only one in reach. It measures how many individual people your content has been exposed to.
- **Impressions** – This is the total number of times your content has been displayed on users' screens, regardless of whether they interacted with it. If the same person sees your post three times, it counts as three impressions.



# Social Media Campaign.

## Key Differences:

- **Reach** counts unique users, while impressions count total displays.
- **Views** apply mainly to video content and track actual watching behavior.
- **Impressions** are always equal to or higher than reach since one user can see a post multiple times.

Understanding these metrics helps assess content performance, optimize future campaigns, and improve audience engagement strategies.

The social media campaign, across the various assets, resulted in over 8,300 views, over 5,800 impressions and reach of over 5,400. These insights will help evaluate the effectiveness of outreach efforts and guide future engagement initiatives.



Views: 902  
Reach: 749  
Impressions: 792



Views: 7,450  
Reach: 4,733  
Impressions: 5,048  
Likes: 8  
Shares: 10



Impressions: 202



Likes: 6  
Shares: 12



# Thank you!



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**Appendices:**

# **2023-2025 Village of Southern Victoria Strategic Plan**



PERTH-ANDOVER RECREATION COMMISSION (PARC)

**Who we are? We are a registered charity as well as an advisory committee.**

The membership consists of 9 Members.

-3 reps from Perth-Andover Village Council

-5 Community Members

-1 rep from Parish of Perth

-1 rep Parish of Andover

-3 reps at large

-1 Director of Recreation (employee – nonvoting member)

**To be a registered charity** we are required to have an AGM, board of directors, and keep all minutes documented as well as submitting an annual report.

**What is our purpose?**

**(i)** to volunteer at recreational events put on by the commission and the community

**(ii)** to be active at meetings by giving support/guidance /recommendations /information to the Director of Recreation. Our purview consists of events in Southern Victoria County as well responsibilities with the River Valley Civic Centre.

**(i) Volunteerism of Perth-Andover Recreation Commission Members**

-when a PARCM is volunteering on behalf of the Rec Commission, it is important to note that this person is representing the Commission. Therefore, volunteers need to present/reflect a positive disposition in Rec activities as well as answering any questions or bringing any problematic quandaries back to municipal staff.

**(ii)** The Commission will provide expertise and advice with recreation programming, special events and policy. We make recommendations on policy and programming for the RVCC as well as suggestions for capital expenditure work (we are not involved with the day-to-day operations).

**What is expected of you/Meetings**

-be informed

-keep comments relevant

-compromise

-accept the will of the group

-be an active participant



- serve on sub- committee
- discussing problematic situations within the recreational realm
- bring in new ideas to help the community

### **Meetings: conflict of Interest**

Understand that we represent the community not our personal interests. Therefore, a committee member may not always be able to vote and will have to leave the room because of conflict of interest whether real or perceived.

### **Commission Membership-Voting & Motions**

The members of the Commission will be equally voting members. Municipal staff will not be voting members. Once a motion has passed (i) said item will be actioned **or** (ii) sent to council.

Any Commission member missing 3 (three) consecutive meetings of which due notice has been given, shall state the cause of absence and be excused by the Board, or they will be deemed to have resigned. The Commission shall appoint a replacement at this time.

### **Sub Commissions**

The Commission may appoint working Sub-Committees to further benefit the work of the Commission. All Committee work will be approved by the Commission.

### **Meeting Schedule**

There will be Recreation Meetings when the Recreation Director deems that there are enough agenda items or urgent items to have a meeting. The meetings will be held in January, March, May, September, and November each year.

### **Executive**

The Commission will appoint a chairperson and a Vice Chairperson/Treasurer. The Director of Recreation and Community Development will be the Secretary for the Commission.

**Appendices:**

# **Perth-Andover Recreation Madate (PARC)**



### ***Our Mission Is***

The Perth-Andover Recreation Commission is an incorporated non-profit board which has been established by the Village of Perth-Andover to act as the legal body for the organization and administration of recreation facilities and programs for the people of our community and surrounding areas.

## Other Resources:

# New Brunswick Recreation and Sport Policy Framework

Link: [R&S-Policy.pdf](#)

# 2024 Updated - Canadian Parks and Recreation Association (CPRA) — Framework for Recreation in Canada

Link: [Framework for  
Recreation.pdf](#)





# Thank you



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