



Grand Bay-Westfield
NEIGHBOURS BY NATURE

PARKS AND RECREATION COMPREHENSIVE MASTER PLAN

October 2021





Ancestral Acknowledgement

The land on which we gather is the traditional territory of the Wolastoqiyik, Wəlastəkewiyik / Maliseet whose ancestors along with the Mi'Kmaq / Mi'kmaw and Passamaquoddy / Peskotomuhkati Tribes / Nations signed Peace and Friendship Treaties with the British Crown in the 1700s.



Executive Summary

Parks and recreation are highly valued community services. They are important community elements that are key to attracting and retaining residents and businesses. When residents have quality opportunities to be active and creative, they are more likely to be healthier and connected to each other and their community.

Parks and recreation facilities and spaces also attract visitors to a community and give the Town a chance to demonstrate its commitment to the wellbeing of residents and its community values. It is for these reasons, and many others, that the Town of Grand Bay - Westfield invests in parks and recreation amenities and services.

The Grand Bay – Westfield Parks and Recreation Comprehensive Master Plan provides a new recreation model for the Town, which will:

- Enhance service delivery capacity.
- Expand diversity of recreation opportunities for residents and visitors.
- Identify strategies to enrich regional and community partnerships.
- Promote stewardship of natural assets.
- Empower the community to work together to improve the wellbeing of all.

What is a parks and recreation master plan?

Parks and recreation master planning is a comprehensive process to provide strategic guidance and policy direction to a local government. One way to think about this Master Plan document is as a “roadmap”, that can help inform decision making and future collaborations between the Town and community partners and stakeholders in the provision of recreation opportunities in the Grand Bay – Westfield region.

The Plan is based on thorough research and public engagement; it was also guided by a steering committee, consisting of community stakeholders, administration, and elected officials from the Town.

The Plan aims to strengthen and build on the Town's existing parks and recreation delivery structure. The Parks and Recreation Comprehensive Master Plan will be a guiding document for the Town, community partners, and residents for the next 10 years.

The overarching purpose of the Master Plan is to facilitate a future where:

Residents and visitors benefit from parks and recreation opportunities and spaces in Grand Bay – Westfield.

The Strategy will be built upon the foundation of the Town's vision and mission statements and with the aim to support the strategic priority of community vitality.

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.

– Framework for Recreation in Canada (2015)



Parks and Recreation Strategic Direction

Five themes emerged through planning process from the research and engagement programs undertaken to support the development of this Parks and Recreation Comprehensive Master Plan – inclusion & accessibility; communication & engagement; optimization of services & facilities; partnership; sustainability. These five themes are the guiding direction for the strategic recommendations to facilitate the future delivery of parks and recreation services and facilities in Grand Bay - Westfield.





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Introduction

Grand Bay – Westfield is a unique community located along the Saint John River – first named the Wolastoq River by the Wolastokiyik and Maliseet people – a word that means “beautiful and bountiful river. The Town’s tagline of “Neighbours by Nature” captures the spirit of this valued based community who work together to ensure: the sustainability of the natural landscape; the wellness of residents; and an abundance of recreation opportunities that are available to all.

Parks and recreation are significant contributors to enhancing the quality of life of individuals, families, and the community as a whole. They also serve as elements to attract and retain residents, businesses, and visitors. When residents have quality opportunities to be active and creative, they are more likely to be healthier and connected to each other and their communities. Parks and recreation facilities and spaces also generate non-local economic activity and give the Town a chance to demonstrate its commitment to the wellbeing of residents and visitors and its community values. It is for these reasons, and many others, that the Town of Grand Bay - Westfield invests in parks and recreation amenities. The Parks and Recreation Comprehensive Master Plan will be a guiding document for the Town, community partners, and residents for the next 10 years.

Overall, parks and recreation activities and opportunities positively contribute to the quality of life of my household.

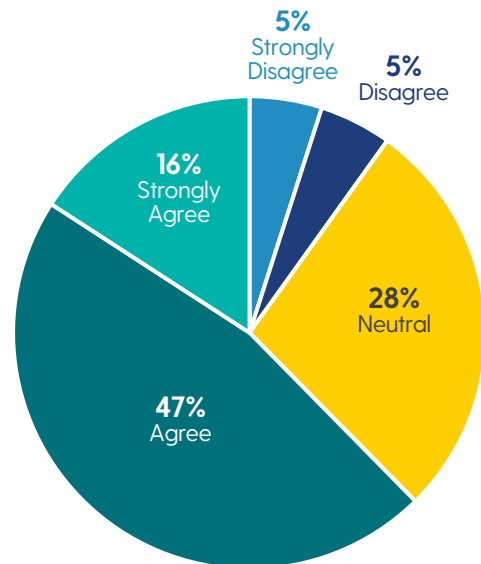


Figure 1 Resident Perception of Quality of Life

1.1 Benefits of Parks & Recreation

Parks and recreation offer numerous indirect and direct benefits to communities and residents, including addressing growing social and health concerns such as physical inactivity, increasing rates of chronic health problems, and social isolation. These benefits do not end at municipal or regional borders, nor do residents see municipal boundaries when considering participating in parks and recreation opportunities or experiences. The benefits derived from parks and recreation amenities and services, particularly indirect benefits such as increased community well-being, economic impact, and positive impacts on the justice and education sectors, cannot be escaped even by those who do not use municipal recreation and parks amenities and services.

Effective planning and delivery of park and recreation amenities and services will lead to a variety of benefits for a community and its' residents. For example, supporting the promotion of healthy lifestyles can lead to lower health care costs and hosting community events to build a cohesive community can lead to a reduction in anti-social behaviours and actions by youth. Additionally, parks and recreation amenities and services, when properly managed, can also bring about positive environmental and economic benefits to a community. Together the myriad of benefits residents derived from community recreation and parks facilities, spaces and places, and the creation of social good justify the public investment in recreation and parks. The following illustrates the benefits that recreation and parks may bring to a community.



If well planned, appropriately resourced, and effectively managed, parks and recreation programs, services and facilities can...

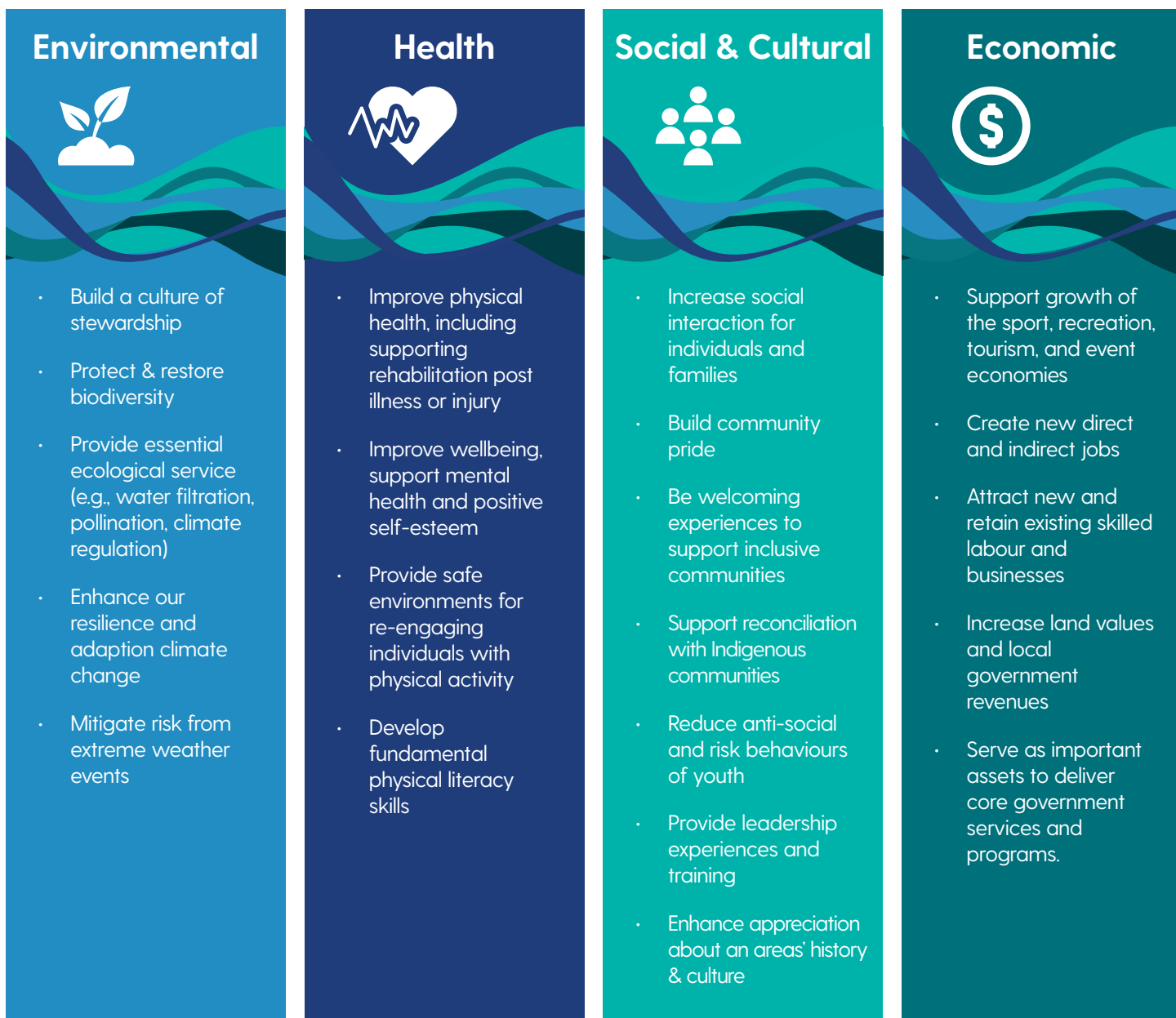


Figure 2 Benefits of Parks and Recreation

1.2 Purpose & Scope of the Plan

The purpose of the Parks and Recreation Comprehensive Master Plan is to provide Grand Bay – Westfield with a long-term strategy to be used as a guide in developing parks and recreation programs, services, and facilities, which strengthens and builds on the Town's existing parks and recreation delivery structure.

The objective of this plan is to provide an evaluation of current and projected recreation trends and demographics, assess Town parks and recreation infrastructure and services, human resources, policies, and recommend a strategic direction to support future decision-making and delivery structure.

The scope of the Parks and Recreation Comprehensive Master Plan is limited to the programs, services and facilities provided and managed by the Town of Grand Bay – Westfield, which are delivered primarily through the Town's Recreation Department. This Plan is supported by a 10-year implementation framework (contained under separate

cover) to guide the development and improvement of parks, trails, facilities, and recreation programming services. It will provide a range of recommendations to be undertaken in the short (1-2 years), medium (3 – 5 years) and long (6 – 10 years) term.

The Parks and Recreation Comprehensive Master Plan provides a new recreation model for the Town, which will:

- Enhance service delivery capacity.
- Expand diversity of recreation opportunities for residents and visitors.
- Identify strategies to enrich regional and community partnerships.
- Promote stewardship of natural assets.
- Empower the community to work together to improve the wellbeing of all.



1.3 Planning Process


This planning process included a review of the Town's parks, trails and facilities, and background research on Grand Bay – Westfield community demographics, policy, and trends in parks, recreation and service delivery.

A multi-faceted community and stakeholder engagement program included surveys of regional residents and user groups, focus groups, and interviews with various agencies and municipal representatives.

The information gathered during the inventory and consultation stages was used in analyses to develop a series of recommendations under the following topics:

- Inclusion & Accessibility
- Communication & Engagement
- Optimization of Services and Facilities
- Partnership
- Sustainability



 **Data Gathering**

- Community Research
- Planning and Policy Review
- Trends & Leading Practices
- Comparative Research
- Inventory
- Partnerships
- Service Delivery

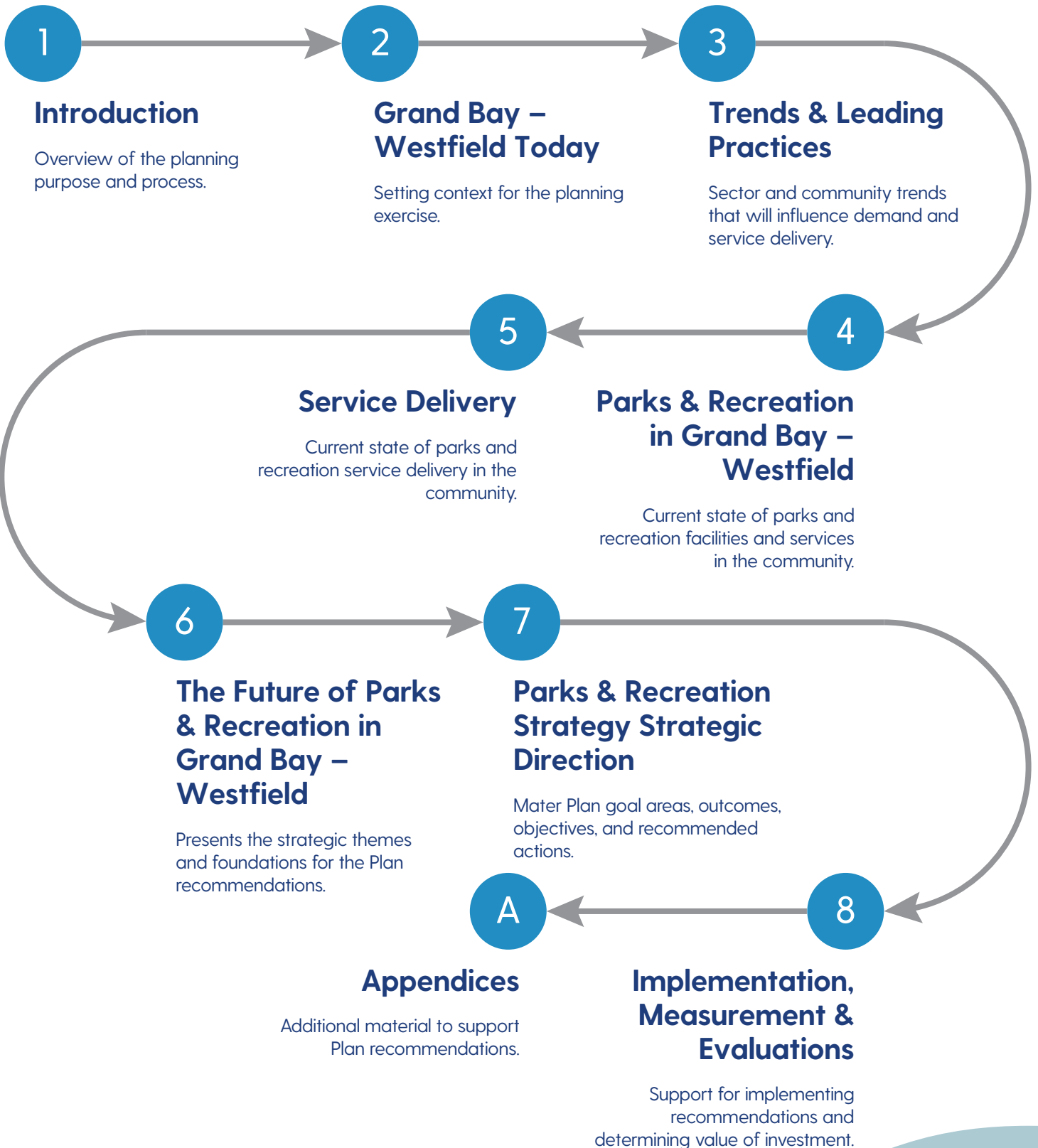
 **Engagement Tools**

- Household Survey (335 Responses)
- Community Group Survey (25 Groups)
- Stakeholder Interviews (21 Individuals)
- Municipal Officials and Administration

 **Reporting & Recommendations**
Parks and Recreation Comprehensive Master Plan

Figure 3 Planning Process

1.4 About this Plan



Grand Bay - Westfield Today

Grand Bay – Westfield is nestled along the scenic Saint John River, making the Town a natural playground for residents and visitors. As a gateway to the Lower Saint John River Valley, there is an abundance of hiking, biking, fishing, camping, golfing, boating, swimming, snowmobiling, sledding, skiing, and other recreational activities in the area. There is truly something for everyone when it comes to parks and recreation in the Town.

Well-known for its scenic natural beauty and benefitting from proximity to the Saint John River, residents enjoy a high quality of life and are provided with numerous opportunities to lead a healthy, active life. Visitors to the area, too, benefit from the abundant outdoor recreation and water sports activities available in the Town.

Located minutes away from the City of Saint John, Grand Bay – Westfield offers the best of urban and rural life in New Brunswick, with convenient access to many businesses, services, health care facilities, and top-level educational institutions. Grand Bay – Westfield has a long, rich history that is reflected in the dozens of historic places found throughout the area. There is no better way to explore the history of the Town than to walk or bike along the Municipal Heritage Trail.

Today, Grand Bay – Westfield has a population of just over 4,900 (2021). The Town's population has generally been stable since its creation in 1998, with some population dynamics observed over time. Since 2006, the Town's population has ranged from around 4,900 to just over 5,100 (2011).¹

¹ Statistics Canada, Census Profile, 2016 Census, Grand Bay - Westfield

	Disagree	Neutral	Agree
Parks and trails should be a high priority for the Town.	3%	12%	86%
Indoor recreation facilities should be a high priority for the Town.	5%	15%	81%
Parks and recreation programming should be a high priority for the Town.	2%	15%	83%
Art and culture programming should be a high priority for the Town.	9%	34%	58%
Parks and recreation contribute to the local economy by attracting new residents and visitors.	4%	14%	82%

Figure 4 Resident Prioritization of Parks and Recreation Services

Regional Context

Created through the merger of the former Village of Grand Bay and Village of Westfield in 1998, the Town operates as an independent municipality within the Fundy Regional Service Commission (RSC) area with a broader regional population exceeding 120,000 as of 2016. Notable population Centers within the Fundy RSC include the City of Saint John, Town of Quispamsis, and Town of Rothesay. There are also Local Service Districts (LSDs) in the Fundy RSC that provide more localized services to residents. There are two LSDs that border the Town: Greenwich and Westfield. The population of these two LSDs was approximately 3,100 as of 2016.

The communities that comprise the Fundy RSC have a long history of working together and collaborating to ensure the greatest benefit is provided to the most people while also ensuring a fair and equitable distribution of expenses. The Greater Saint John Regional Facilities Commission oversees the operation of several important parks, recreation, and cultural amenities in the region, including the Saint John Arts Center, the Canada Games Aquatic Center, the Imperial Theatre, and the Saint John Trade and Convention Center.

As a member of the Greater Saint John Regional Facilities Commission, the Town of Grand Bay – Westview contributes funding to these regional amenities in proportion to its assessment base. By working together at a regional scale, residents within the Fundy RSC – including the Town – benefit from being able to access amenities that otherwise could not be supported by each municipality independently. At the same time, the Town of Grand Bay – Westfield is also a direct provider of parks, recreation, and culture services and amenities to its residents.

The map below illustrates the study area in which the community survey was fielded with residents of Grand Bay – Westfield and the surrounding region including Martinon, Ketepec, Morna, Westfield West, Westfield East, and Greenwich.

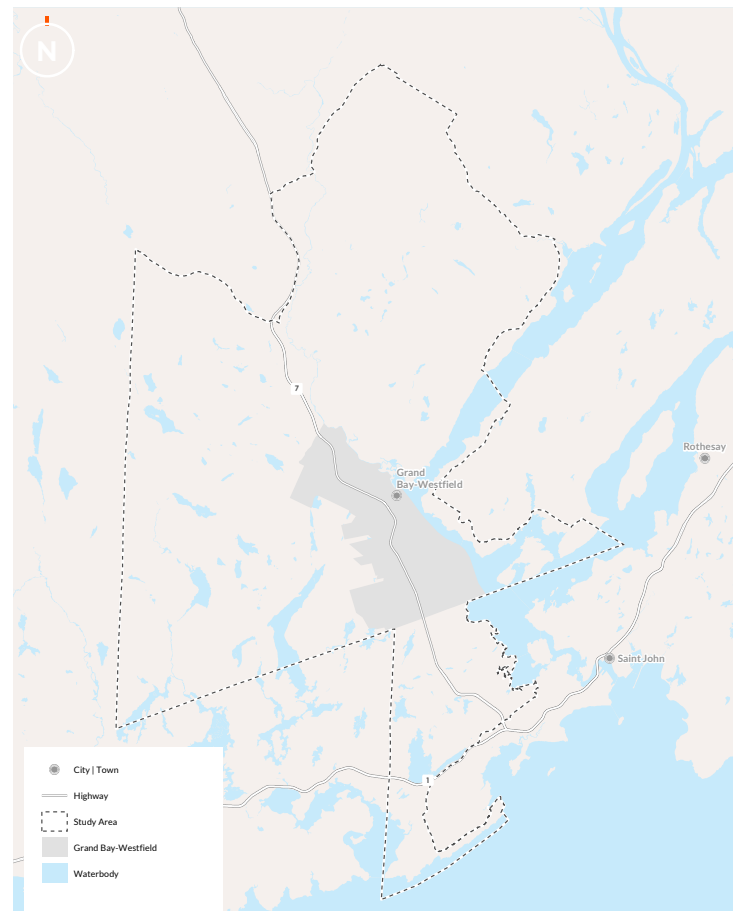




Figure 5 Town of Grand Bay – Westfield and Regional Area

2.1 Who Are We Planning For?

To identify current and future demands and needs for recreation and parks amenities and services in Grand Bay – Westfield, it is important to understand community demographics.¹ That is, to understand who we are planning for now and who we might be planning for in the future.

Demographics

-  Average household size: **2.5**
-  Median household income: **\$91,703**
-  Median age: **46**
-  More than **90%** of homes in the Town are owner-occupied
-  **Health care, social services and retail trade** are the two largest sectors. Other notable sectors include public administration, construction, and manufacturing.
-  **32%** of Town residents are between the ages of 45 and 64, a greater proportion than in New Brunswick overall
-  Just under **13%** of households are lone-parent households
-  Around **4%** of the Town's population are immigrants to Canada.
-  Around **two-thirds** of Town residents have post-secondary educations, including trade certificates or diplomas, college diplomas, bachelor and post-graduate degrees
-  Around **three-quarters** of the Town's housing stock was constructed before 1990 (**76%**). Nearly **40%** of dwellings were constructed between 1961 and 1980.
-  **6%** of households speak either French (**5%**) or a non-official language (**1%**) as their mother tongue
-  Town households spend on average, around **\$17,000** per year on shelter costs – or around **19%** of the median household income.
-  Transportation is the second largest annual household expenditure in the Town, with households spending around **\$15,000 per year** on average on transportation costs.
-  Around **45%** of households earned more than **\$100,000** in 2020. In contrast, around **17%** of households earn less than **\$40,000** per year.
-  Around **half** of Town households have children at home (**48%**). Of these households, around **43%** have one child and **44%** have two children.
-  More than **2,500** Town residents are in the labour force and the Town's unemployment rate was approximately **5.7%** in 2020.
-  Most residents get to work by car either as a driver (**90%**) or as a passenger (**6%**).
-  The Town's population was skewed to more males (**57%**) than females (**43%**) in 2011. As of 2021, there are now slightly more females (**51%**) to males (**49%**).
-  Median household incomes have **increased** by around \$20,000 per year from 2011 to 2021.
-  Educational attainment levels have increased since 2011, with more Town residents possessing some form of post-secondary education (**60%** compared to **36%** in 2011).
-  The Town's population has not grown as was projected in the 2011 Master Plan, which anticipated a 2021 population of just under **6,100** residents (**2%** growth per annum).
-  There has been a continued movement of people from rural to urban areas in New Brunswick. This dynamic may have a ripple effect in the Town in that LSD residents will depend more on the Town for recreational opportunities than before as they deal with population decline/outmigration.

What's Changed Since the Last Master Plan Update (2011)?

¹ Unless otherwise noted, demographic data has been derived using ESRI geospatial analysis software and Environics Analytics data acquired for this project.

2.2 Policy and Planning Review

The Parks and Recreation Comprehensive Master Plan must be rooted in the experience and knowledge of previous planning exercises such as the Town of Grand Bay-Westfield Recreation Master Plan (2011), Parks and Recreation Policy (1999) and Town of Grand Bay – Westfield Municipal Plan (2020). The Parks and Recreation Comprehensive Master Plan must also incorporate and align with the foundations set within national and provincial planning documents such as the Framework for Recreation in Canada, Parks for All and the New Brunswick Recreation and Sport Policy Framework. A thorough review of a variety of policy and plans is included in Appendix A.

An analysis of local and regional policy along with a review of the provincial and national policy and planning documents identified the following key themes as relevant to the future provision of parks and recreation services within the Grand Bay – Westfield region.

Pathways to Wellbeing: A Framework for Recreation in Canada

This foundational document provides a new vision for recreation and parks in Canada. It provides direction for some common ways of thinking about this renewed vision of recreation that is based key values and principles. The Framework is a call to action for all Canadians, and encourages all sectors to collaborate in the pursuit of five goals and priorities for action:



Goal 1: Active Living

Foster active living through physical recreation.



Goal 2: Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation.



Goal 3: Connecting People with Nature

Help people connect to nature through recreation.



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and help to build strong, caring communities.



Goal 5: Building Recreation Capacity

Ensure the continued growth and sustainability of the recreation field.

Why does policy and planning matter?

By integrating and considering recommendations presented in various policies and plans into recreation and parks decision-making, the Town can demonstrate both leadership and alignment internally and with other levels of government and major organizations, helping to strengthen funding applications and partnership proposals.

The following points summarize key findings of this review.

- The public provision of parks and recreation amenities and services is essential to public health; it supports fundamental **lifelong sport and physical activity participation** for residents.
- **Equitable access to public recreation facilities, parks and trails** and **inclusive programming** should be a priority regardless of ability, race, gender, orientation or age.
- **Multi-sector partnerships** to deliver recreation services and programming to individuals and communities are essential.
- **A value-based** approach to management of community and regional partnerships will ensure intended outcomes are met.
- Outcome based and **evidence driven decision making** should focus on fostering healthy, active residents and supporting the wellbeing of communities and citizens.
- **Environmentally sustainable** building practices and facility management protocols need to be prioritized to minimize ecological footprint of activities.
- Recreation has a unique role to play in **fostering a diversify, strengthened local and regional economy** through tourism and as part of a broader strategy to attract and retain a skilled workforce.

Connected Canadian park lands and waters that support healthy nature and healthy people in harmony for generations to come, backed by an active, diverse parks community that cultivates shared goals, mutual respect, and collective action.

– (Parks for All, 2017)



Trends & Leading Practices in Parks and Recreation

Strategic planning for the long-term future of parks and recreation must account for how current sector trends will influence Grand Bay – Westfield. Though there are many trends to be aware of, the following provides an overview of the most imperative sector trends and leading practices that have been considered in the creation of the Master Plan. For a more fulsome discussion of relevant trends please see Appendix B and Appendix C for broader societal factors that will influence the future delivery of parks and recreation opportunities.



General Trends Influencing Parks and Recreation

- A general ageing of the population; longer periods of retirement.
- Flexibility in the times when people seek out recreational opportunities.
- Increased variety in leisure options.
- Constraints to leisure participation.
- Changing employment structures and work hours.
- Different people want different activities.
- Provision of high standards and quality of facilities and services.
- Greater demand for outdoor recreation opportunities.
- Desire for activities to be affordable.
- Growing popularity of unstructured activities.
- Growing recognition of the important role of physical and wellness activity in managing chronic disease and support mental health
- Expectations of equity and accessibility.
- Technology developments and impacts.
- More sustainable and eco-friendly infrastructure.
- Multi-sector partnerships to leverage funding and expertise.



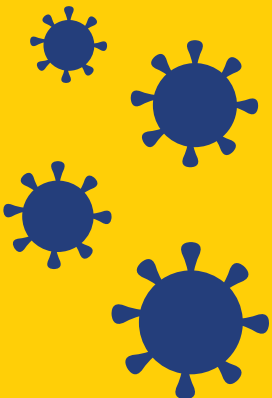
COVID Implications on Youth Sport & Physical Activity

Three potential outcomes for youth sport and physical activity because of the COVID-19 pandemic are predicted to be:

- The shift of youths' preferences from organized to non-organized contexts will increase.
- Reasons for participating in sport or any physical activity will change for youth as well as for parents/guardians.
- The perceived value of participating in youth sport and physical activity will change.

This will require innovations in programming, marketing, and resource management to respond to shifting expectations.

For further insight see: Exploring the Impact of the COVID-19 Pandemic on Youth Sport and Physical Activity Participation Trends (2021) <https://www.mdpi.com/2071-1050/13/4/1744>



Recreation

- Integration of physical literacy in programming.
- Need to facilitate lifelong participation.
- Multi-use spaces that are community hubs and allow for multiple activities and user groups.
- Blending indoor and outdoor spaces.
- Leverage event hosting to support recreation facility development.
- Supporting active living for older adults.
- Relevant and engaging programming for youth, including leadership development opportunities.
- Co-participation and multigenerational programming.

Parks and Trails

- Accessible trails and parks.
- Unstructured recreational opportunities in parks.
- Connected multi-use trail systems to support active transportation.
- Asset management strategies for parks.
- Support amenities to allow for year-round use.
- Inclusion of naturalized areas to support wildlife movement and habitats.
- Increased signage.
- Use to technology to support park and trail use and planning.



COVID Implications for Recreation Facilities

Three potential implications for recreation facilities are predicted to be:

- The need to adjust operating standards and procedures to meet new hygiene protocol and air quality standards.
- New facility design will adhere to new standards to support social distancing (e.g., large entry, one-way systems), reduce or eliminate high touch surfaces and accommodate increased demand to be multi-use.
- Participants will need to be reassured those facilities are safe; this will have implications for relationships with community partners and service providers as they will be key in destigmatizing participation.

Information from International Association for Sport and Leisure Facilities. See <https://iaks.sport/covid-19>

Section 4

Parks and Recreation in Grand Bay – Westfield

The Town of Grand Bay – Westfield offers residents and visitors a variety of recreation opportunities through the provision of various municipal parks, trails and facilities. The map below illustrates select parks and recreation facilities in the Town. This section provides an overview of select Town operated and/or supported facilities and parks. A comprehensive review of the current state of parks and recreation facilities in Grand Bay - Westfield can be found in Appendix D.



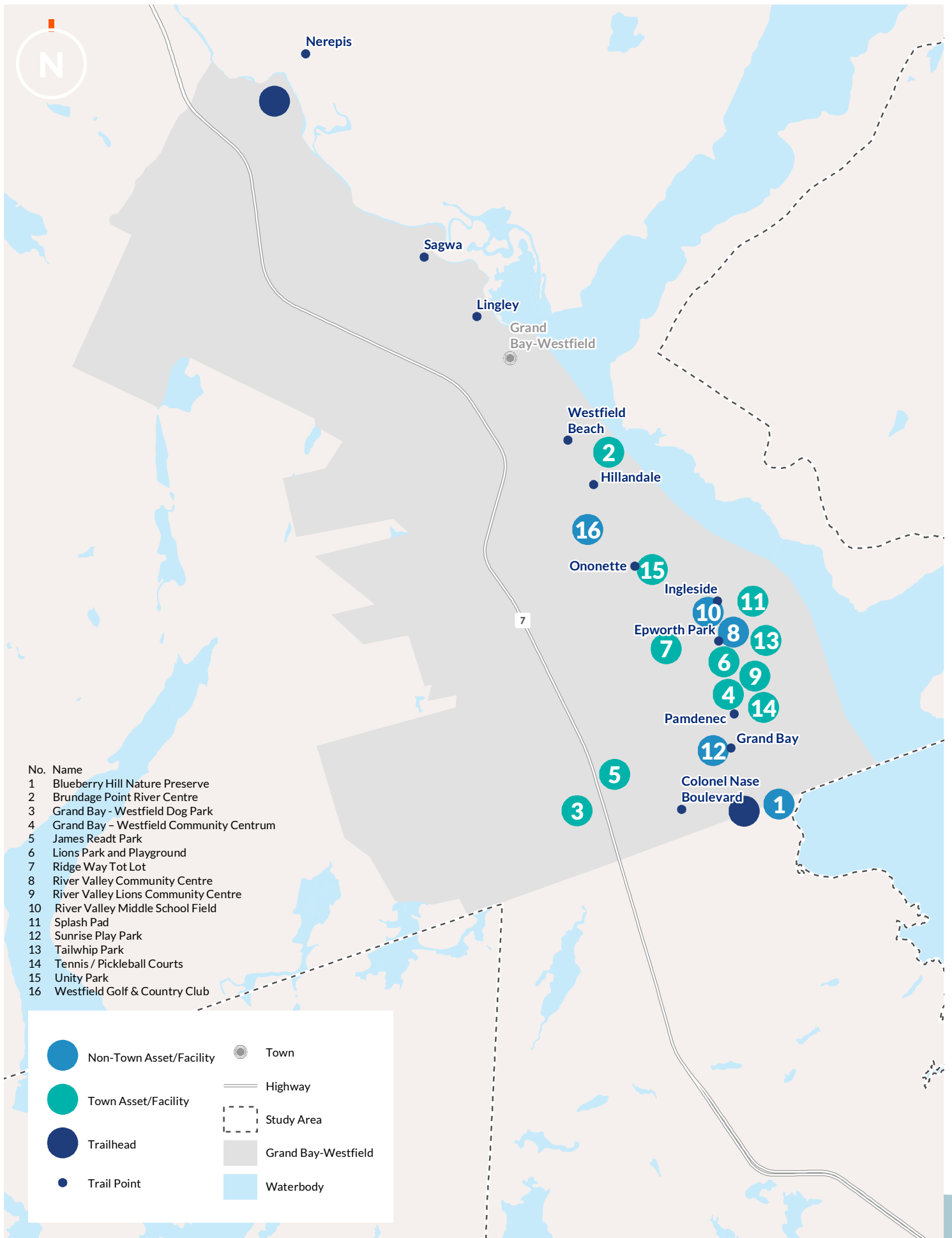


Figure 6 Parks and Recreation Facilities in Grand Bay Westfield

4.1 Indoor Recreation Spaces

Indoor recreational facilities play an important role in facilitating year-round recreational opportunities for Grand Bay – Westfield residents and visitors. In addition to providing space for recreation and leisure activities, sports, cultural activities and events, indoor facilities create opportunities for non-participant social interaction in spaces, such as lobbies and viewing areas.




In addition to the Town operator and/or supported indoor recreation facilities listed below, the recreation inventory is supplemented by community space in local schools and churches; as well as regional recreation inventory including the Saint John Aquatic Centre, Quispamsis aplex, and the Saint John Arts Centre

Table 1 Grand Bay – Westfield Indoor Recreation Amenities




Facility / Asset	Age	Description
Grand Bay – Westfield Community Centrum	1978	<ul style="list-style-type: none"> Multi-purpose rooms River Valley Seniors Lounge Town Offices Fire Station #1 Rentals, recreational use by groups, variety of community-group programming
River Valley Community Center (Arenda)	1996	<ul style="list-style-type: none"> Ice surface Spectator seating for 600 2 meeting rooms Outdoor basketball court Hockey, figure skating ball hockey, community events, festivals, rentals including space to private childcare and BGC Greater Saint John
River Valley Lions Community Center	1993	<ul style="list-style-type: none"> Meeting room Storage room Recreation uses, programming, lessons, meeting, facility rental to full time private childcare
Brundage Point River Center	2003	<ul style="list-style-type: none"> Two-acre waterfront park with visitor information Center, boat ramp, parking, floating docks, and overnight moorings Rentable for formal gatherings or business meetings for up to 75 with a kitchen and catering options Paved walkway and interpretive panels depicting local history arts, and culture Public Art Sculptures



Resident Facility Use

-  Brundage Point River Center 82%
-  River Valley Community Center 71%
-  Grand Bay – Westfield Community Centrum 59%

Recreation Amenity Priorities Identified by Residents

-  Fitness facilities 78%
-  Activity rooms 76%
-  Arena facilities 75%

 **35% of Community Groups agreed that current recreation facilities and spaces in Grand Bay - Westfield meet the needs of their organization.**

81% Agree
Indoor recreation facilities should be a high priority for the Town.

".... We rely on the school gyms here, which became an issue during the pandemic. Browns Flat's community Hub is an excellent example of a public space for a community that comprises of a gym and other community rooms, that does not rely on the school board for access."

- Grand Bay – Westfield Resident

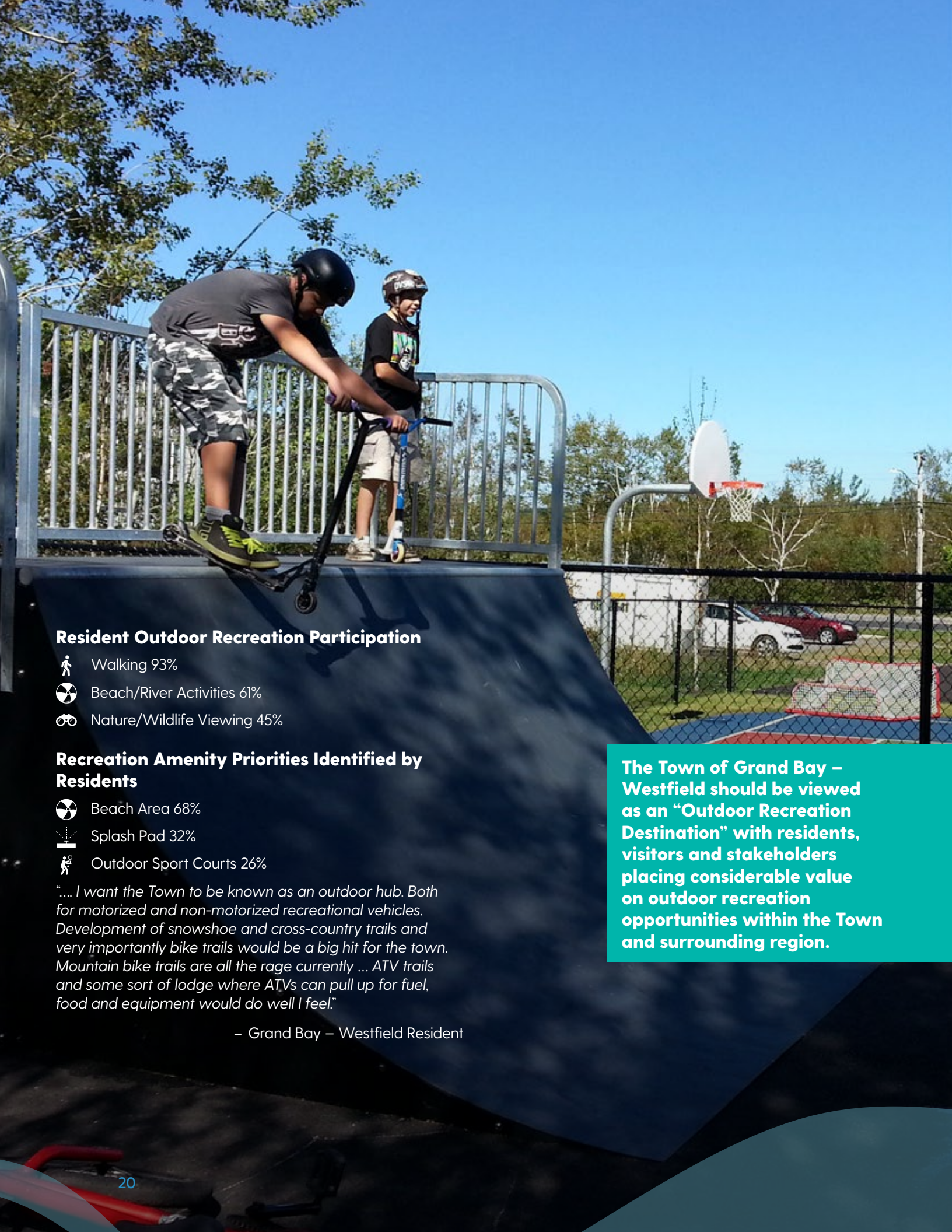
4.2 Outdoor Recreation Spaces

Outdoor recreation involves both programmed and self-directed activities in green spaces (parks, trails, and open spaces) and on waterways. Outdoor recreation activity generally focuses on the interactive relationship between the natural environment and people, as it generally relies on




nature as a component of the activity. For example, lakes and rivers provide places to fish, kayak, or canoe; birds for bird watching; and wooded areas create opportunities for hiking, climbing, and mountain biking.

Table 2 Grand Bay – Westfield Outdoor Recreation Amenities




Facility / Asset	Age	Description
Tennis / Pickleball Courts	2010	<ul style="list-style-type: none"> • 3 fenced asphalt tennis/pickleball courts • Picnic shelter • Tables
River Valley Field	1998	<ul style="list-style-type: none"> • Softball field • Youth and adult softball league play
Unity Park	1998	<ul style="list-style-type: none"> • Newest municipal park • 22x22 ft. gazebo, green space, decorative planting, shale trail • Benches, picnic table, monument, Ononette Heritage Trail Kiosk • Public Art Sculpture
Brundage Point River Center Play Area	2010	<ul style="list-style-type: none"> • Small playground
River Valley Middle School Softball Field	1998	<ul style="list-style-type: none"> • Fenced and lit shale and grass ball diamond at River Valley Middle School • School users • Youth and adult league play
Ridge Way Tot Lot	2005	<ul style="list-style-type: none"> • Small, fenced-in play area for toddlers and young children
Lions Park and Playground	1998	<ul style="list-style-type: none"> • Playground • Two ball fields: one minor ball, one senior ball
Colonel Nase Fitness Area	2011	<ul style="list-style-type: none"> • Bench, 2 bike racks, outdoor exercise machine, lighting, and decorative planting • Interpretive panel
Tailwhip Park	2015	<ul style="list-style-type: none"> • Unsupervised youth bike / skate park next to the River Valley Community Center Arena
Dog Park	2015	<ul style="list-style-type: none"> • 1 acre fenced in dog park with an area for small dogs and large dogs
Splash Pad	2017	<ul style="list-style-type: none"> • Outdoor splash pad open during the summer season with portable washroom facility



Resident Outdoor Recreation Participation

-  Walking 93%
-  Beach/River Activities 61%
-  Nature/Wildlife Viewing 45%

Recreation Amenity Priorities Identified by Residents

-  Beach Area 68%
-  Splash Pad 32%
-  Outdoor Sport Courts 26%

"... I want the Town to be known as an outdoor hub. Both for motorized and non-motorized recreational vehicles. Development of snowshoe and cross-country trails and very importantly bike trails would be a big hit for the town. Mountain bike trails are all the rage currently ... ATV trails and some sort of lodge where ATVs can pull up for fuel, food and equipment would do well I feel."

- Grand Bay – Westfield Resident

The Town of Grand Bay – Westfield should be viewed as an “Outdoor Recreation Destination” with residents, visitors and stakeholders placing considerable value on outdoor recreation opportunities within the Town and surrounding region.

4.3 Parks

Parks are a valuable community asset that offer environmental, economic, social, and health benefits while beautifying urban and rural environments. Parks serve as places of respite, provide venues for physical activity, as well as serve a conservation role in protecting natural and




cultural heritage landscapes. Trails play a key role in Grand Bay Westfield's overall parks and recreation system as they provide connections between amenities such as parks, recreational facilities, arts and culture destinations as well as provide active transportation routes throughout the Town.

Table 3 Community Parks and Trails





Facility / Asset	Age	Description
Municipal Heritage Trail	2010	<ul style="list-style-type: none"> 14.5 KM trail linking arena, service clubs, schools, parks, ball fields, beaches, boating, etc. Interpretive signage along the route Support amenities such as benches and tables at scenic locations
Unity Park	1998	<ul style="list-style-type: none"> Newest municipal park 22x22 ft. gazebo, green space, decorative planting, shale trail Benches, picnic table, monument, Ononette Heritage Trail Kiosk
Blueberry Hill Nature Preserve	2010	<ul style="list-style-type: none"> 50-acre property located in Saint John but bordering the Town Trail network for hiking, bird watching, cross country skiing



Resident Park and Trail Use

-  Municipal Heritage Trail 69%
-  Blueberry Hill Nature Preserve 60%
-  Unity Park 54%

Parks and Trail Amenity Priorities Identified by Residents

-  Garbage/Recycling Bins 84%
-  Benches/Tables 83%
-  Water Access Points 78%
-  Trails, Paved/Accessible 78%

 **86% Agree**
Parks and Trails should be a high priority for the Town.

"... A large park encompassing good sized open space or spaces for multi-use purposes would be ideal. E.g.: a town square, a festival area, picnic and barbeque areas, paved walking paths, potential for outdoor courts, etc. More or larger public access points to the Saint John River would be recommended. Since most waterfront property is privately owned by homeowners, we are limited to everyday activity to river use within the boundaries of the town."

– Grand Bay – Westfield
Community
Stakeholder

Service Delivery

Parks and recreation facilities, spaces, and services within the Town of Grand Bay - Westfield are managed, supported and provided by a myriad of organizations. The Town supports facility development and management, park management, land acquisition, services and programs. Additionally, the Town plays a role as the regulator through the creation and implementation of policies and by-laws.

As a public service provider, the role of the Town in providing parks and recreation typically aligns with one of three categories:

Indirect Provision—Partnerships

Town initiates and enters mutually beneficial and collaborative partnerships and alliances to provide the services and may provide various supports such as capacity building, leadership, facilitation and finances to community groups, organizations and agencies that then plan and deliver the services.



Figure 7 Service Delivery Spectrum

What does this mean for the Master Plan?

The current service delivery system is working well for the existing facilities and parks in the Town. Analysis of the service delivery model found a high level of reliance on volunteers for the delivery of programming. While a high level of volunteerism can be considered a community asset, it can present challenges which are important to be mindful of:

- There is less oversight of volunteers, versus paid staff. If a volunteer were to leave or step back from their position unexpectedly, this could put a program or service at risk if there is not another volunteer to take on the role.
- It is important to recognize and celebrate volunteers, if they do not feel their contributions are valued by a municipality the volunteer may choose not to continue in their role.
- There may be gaps in capacity and knowledge, which would be able to be addressed through additional training with paid staff.

Service Delivery Challenges in Parks and Recreation

- High consumer expectations – low cost/ long operating hours.
- Changing population demographics.
- Competition for participants.
- Maintaining and upgrading ageing and outdated facilities.
- Need for new facilities to accommodate population growth.
- Well-trained personnel – volunteers and paid staff.
- Keeping 'pace' with technology development.
- Environmental sustainability operations and facility/space management.
- Competing priorities on Council budget.



The Future of Parks & Recreation in Grand Bay – Westfield

Parks and recreation opportunities are highly valued services by residents, groups, and visitors of Grand Bay – Westfield and the surrounding region. Significant investment has been made, and continues to be made, by the Town in providing parks and recreation opportunities. Parks and recreation services also help the Town Council achieve their broader strategic priorities, therefore a rationale for investment in parks and recreation is demonstrated by Council incorporating recreation in overarching plans and initiatives.

The reason why parks and recreation are valued and justified is due to the benefit that investment in publicly supported recreation leads to. These **benefits occur both directly** to some residents (participants in programs/ opportunities and users of facilities) and **indirectly** to all residents (reduction of anti-social behaviours, enhanced individual health resulting in lower health care costs, reduction of costs in the justice system, community image and aesthetics, etc.). The indirect benefit to all is key to justifying tax support to these services.

The Grand Bay – Westfield Parks and Recreation Comprehensive Master Plan is intended to provide a long-term strategy that is used as a guide in developing parks and recreational programs and services that will encourage a healthy, vibrant community while supporting growth and development in the Town. The Strategy will be built upon the foundation of the Town's vision and mission statements and with the aim to support the strategic priority of community vitality.

Town of Grand Bay – Westfield

Vision

A welcoming place to live, grow and thrive.

Mission

Facilitating growth, wellness, and prosperity through effective and forward-thinking leadership.

The overarching purpose of the Master Plan is to facilitate a future where:

Residents and visitors benefit from parks and recreation opportunities and spaces in Grand Bay – Westfield.

This section provides the foundations for the forthcoming strategic recommendations, including introducing the identified themes from planning research and engagement activities, outlining a new role description for the Town Recreation Department and a new decision-making framework to guide the equitable and sustainable provision of parks and recreation opportunities in the Town.

6.1 Strategic Themes

The following themes emerged through the planning process and research undertaken in the development of this Parks and Recreation Comprehensive Master Plan. These five themes, introduced below, provide the guiding direction to the strategy contained in Section 7 to facilitate the future delivery of parks and recreation services and facilities in Grand Bay - Westfield.

1. Inclusion & Accessibility

Ensuring the Town parks and recreation facilities, spaces and services are welcoming and accessible to all should be a current and future priority in planning for parks and recreation opportunities. The term accessibility is being used interchangeably to refer to both inclusive design of facilities and programs, as well as affordable programming and fees for all socio-economic levels in Grand Bay - Westfield. Inclusive programming and opportunities, along with removing barriers to participation for all current and future residents was a key theme that emerged from the engagement program, as well is an overarching trend in the parks and recreation sector.

Community Input



"...a parent of a child with disabilities, I know that the current facilities need improvements to make them more accessible to people of all abilities"

– Grand Bay –
Westfield
Resident



"...we need to be welcoming to all."

– Grand Bay –
Westfield
Community
Stakeholder

2. Communication & Engagement

There is a need to support the growth of the local recreation sector through strategic communication efforts. The engagement program and analysis of current service delivery efforts identified that gaps in the communication of parks and recreation opportunities exist. Further educating residents and visitors about parks and recreation opportunities in the Town and region will enhance the benefits and positive outcomes achieved. Overall, there may be opportunities to consider the use of more engaging technology for easier access by residents and visitors, including a range in age groups. Stakeholders indicated they would like to see better promotion of local parks and recreation opportunities through an enhanced information on the Town website, an interactive map of parks and trails and a community calendar of programs and events.

Community Input

In the resident survey the most cited barrier limiting participation in recreation services and programs was a lack of awareness (57%); barrier limiting visitation to parks and trails was unaware of parks/a lack of familiarity (37%).

3. Optimization of Services & Facilities

The Town needs to be thoughtful and strategic in future planning to optimize the provision of parks and recreation opportunities and spaces. This should include the review of current policies and procedures to strengthen planning and service delivery. Maximizing use of existing facilities and continuing to explore the feasibility of future facilities and spaces, including a multi-use recreational facility and a public beach area, should continue to be a priority for the Town. Creating facilities and spaces that are seen as community hubs and available for year-round use should be encouraged in all updates and future facility design.

Community Input

Community groups (53%) noted getting access to facilities and spaces as a common challenge.



"...the Town needs to take on a leadership role providing recreational activities"

– Grand Bay –
Westfield
Resident

".. Facilities are not used as much as they could be.."

– Grand Bay –
Westfield
Resident

4. Partnership Cooperation

Municipalities are increasingly looking to form partnerships that enhance service levels and leverage resources. The engagement program and analysis of current service delivery efforts identified the significant role community groups and partners play in the delivery of parks and recreation programming and services in Grand Bay - Westfield. Partnerships and collaborations can create opportunities to provide innovative programs as well as share unique perspectives and solutions; however, support and leadership is needed to optimize delivery. It should be a priority for the Town to encourage capacity building of community partners and facilitating collaboration.

Community Input



"...A comprehensive recreational and programming plan will only enhance what the (RVCC) recreation committee has begun."

– Grand Bay – Westfield
Community
Stakeholder

5. Sustainability

Municipalities must be thoughtful in the provision of services and spaces, while adopting innovative new solutions to create a sustainable future in both economic and climate adaption terms. The advancement of the delivery of parks and recreation services and facilities to promote community stewardship and healthy living in a sustainable manner should be a priority for the Town. The engagement program identified both fiscal and environmental sustainability as a key concern for residents. This theme is also significant in the broader sector literature and provincial and national programs and policies.

Community Input



"...my hope that this initiative brings new ideas and building up our parks and recreation activities for all ages is hugely successful in attracting people to live here..."

– Grand Bay –
Westfield
Resident



"Our recreation facilities and services need to be part of future emergency preparedness planning to provide safe and resilient spaces for our Town residents..."

– Grand Bay –
Westfield
Community
Stakeholder



6.2 Mandate for Recreation Department

While the role of the Town in the provision of parks and recreation services should continue to be a shared responsibility with community groups and partners with respect to both facilities and programs. It is recommended that the Town Recreation Department fill a leadership role to provide support, guidance, and resources to community partners who contribute to service delivery within the community; as well as provide programming and services to address gaps and needs as identified.

To meet this objective, it is recommended that the Town adopt the following new role description as a guiding mandate for the Recreation Department.

Role of the Recreation Department

Provide residents of Grand Bay – Westfield with a diverse offering of recreation, wellness and leisure opportunities that enrich their lives. Individuals of all ages and abilities will be considered when developing these opportunities, with a goal of providing pathways not only to physical health, but also improved social and mental health. We are committed to providing quality programming, facilities, parks and trails, and events. We value and support our community partners who contribute to and share our passion for an inclusive, innovative, healthy, and sustainable community.

The adoption of this new role description should be reflected in all Department planning, job descriptions and in establishing relationship parameters with community partners.



6.3 Community Lens Framework

Through various initiatives and planning work the Town of Grand Bay – Westfield has articulated the importance of fostering a high quality of life for residents, supporting the natural environment and to creating an open, inclusive community. To support these objectives as they relate to parks and recreation, it is important to take a holistic view of the community and to consider different perspectives of how policies, programs and practices will impact the Town, its' residents and surrounding region. Therefore, this Plan offers a new decision-making framework to consider the impact of a potential policy, program, or practice through various community and environmental perspectives.

A 'lens' is an operational tool to encourage the consideration of different or new perspectives, with the aim of developing a clearer and more complete view and understanding of the community. Based on research, community engagement and outreach, and visioning sessions, five lenses were identified and applied to this Master Plan – older adult; equity and inclusion; youth; public health; climate. These lenses are a tool to ensure parks and recreation policies, programs, and practices in Grand Bay – Westfield do not include elements that may unknowingly create barriers or exclusion of residents.

Each lens has a series of questions that should be applied before and after actions are taken in relation to the delivery of parks and recreation services to help decision makers and administration focus on equity in both their process and outcomes, and to reflect in a meaningful manner on their actions and decision making. Thus, ensuring any barriers are removed and all residents can live a healthy, fulfilled life.

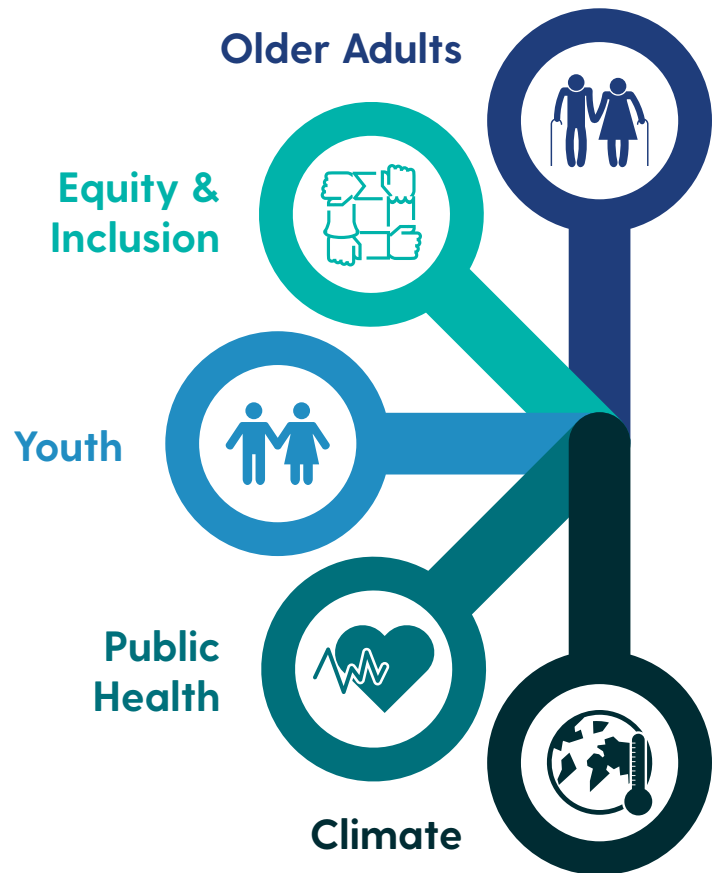


Figure 9 Community Lens Framework

How to Apply the Lens?

Step 1: Consider Assumptions

Reflect on the composition of the community and consider what community members might experience exclusion or barriers. Consider personal social or organizational factors and assumptions that may influence your experiences and beliefs. This first step encourages asking the tough questions of ourselves to ensure a certain level of objectivity and awareness in evaluating the decision or action being considered.

Step 2: Identify & Ask the Lens Questions

Identify the lens or lenses that need to be applied to the decision or action. Then ask the four questions outlined for each lens (presented in the following section) of the policy, program and practice being considered. Answer yes, no, or unsure for each question. If the answer is yes to all four questions, proceed to action. If no or unsure is answered for any question, proceed to step three.

Step 3: Evaluate

If any of the questions are answered no or unsure, the policy, program and practice being considered needs further evaluation and work to be implemented in the best interest of the community and barrier free. Follow the evaluation process below to identify how to best adapt the policy, program and practice being considered.

Step 4: Take Action

Re-ask the four questions of the adapted policy, program and practice being considered, if the answer is yes to all four questions proceed with action. If any answers are no or unsure, return to step three.



Figure 10 Step 3: Lens Evaluation Process

Community Lens Framework



The population of Grand Bay – Westfield is aging. Older adults are now enjoying longer periods of retirement, and some are enjoying more active lifestyles than previous generations; however, not all older adults are following this trend. It is estimated that 60% of Canadian older adults are inactive and therefore unable to experience the health benefits associated with active living. Physical activity and participation in recreation opportunities is critical for healthy aging. Growth projections for the Province of New Brunswick indicate that the number of older adults in the province is expected to increase dramatically over the next 25 years. These statistics make it vital for Grand Bay – Westfield to consider the health and well-being of older adults in their planning.

Questions to Ask:

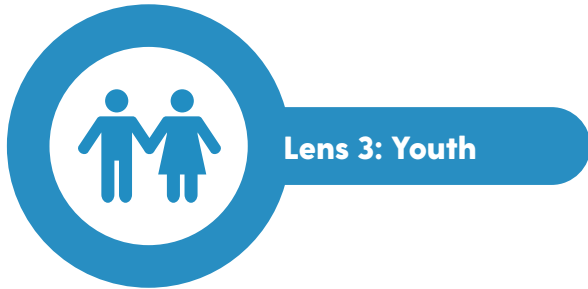
- Does this policy, program, or practice promote older adult physical or creative activity and/or community engagement?
- Would this decision benefit from input of older adults?
- Can older adults access this program or service? (e.g., transportation, affordability)



As Grand Bay – Westfield becomes more diverse, so too are the needs and aspirations of its residents. It is imperative that the local government act to be deliberately inclusive for all residents through equitable practices to remove barriers. Equity is treating everyone fairly by acknowledging their unique situation and addressing systemic barriers. The aim of equity is to ensure that everyone has access to equal results and benefits. Ultimately, everyone benefits when all residents are included and considered. Applying this lens will help guide discussions and evaluations on the fairness of an action by incorporating diverse perspectives. The equity and inclusion lens will help to ensure consistency in decision making and comprehensible efforts in moving equitable and inclusive programming and services forward in the community.

Questions to Ask:

- Are there equity and inclusion concerns related to this policy, program or practice? (e.g., accessibility, affordability, safety, sexual or gender identity, culture)
- Have the perspectives of the primary user or target group of this policy, program or practice been considered?
- Would this decision benefit from engaging the primary user or target group?
- Is this policy, program, or practice inclusive of those with mental/cognitive and/or physical barriers? (e.g., universal accessibility of facilities, wayfinding signage, etc.)



Applying this lens will help to situate actions and decisions with the perspectives of community youth and the unique challenges and barriers they face. Furthermore, as the future generation it is important to take into consideration the needs and aspirations of youth to encourage their engagement within the community.

Questions to Ask:

- Does this policy, program, or practice promote youth physical or creative activity and/or engagement?
- Would this decision benefit from youth input?
- Can youth access this program or service? (e.g., transportation, affordability, inclusion)

The practice of public health is focused on improving and maintaining the health of populations based on equity, human rights, and addressing the underlying determinants of health. Public health practice is built on the interconnectivity of five main building blocks evidence base, risk assessment, policy, program and evaluation. Public health is a complex adaptive system which has evolved from providing clean water, to managing a broader spectrum of communicable and non-communicable diseases and continues to change as we address issues of emergency preparedness and the influence of the environment on health. It is anticipated that a resulting outcome of the COVID-19 pandemic event will be the need for all actions and decision-making processes to consider a public health lens as a key perspective.

Questions to Ask:

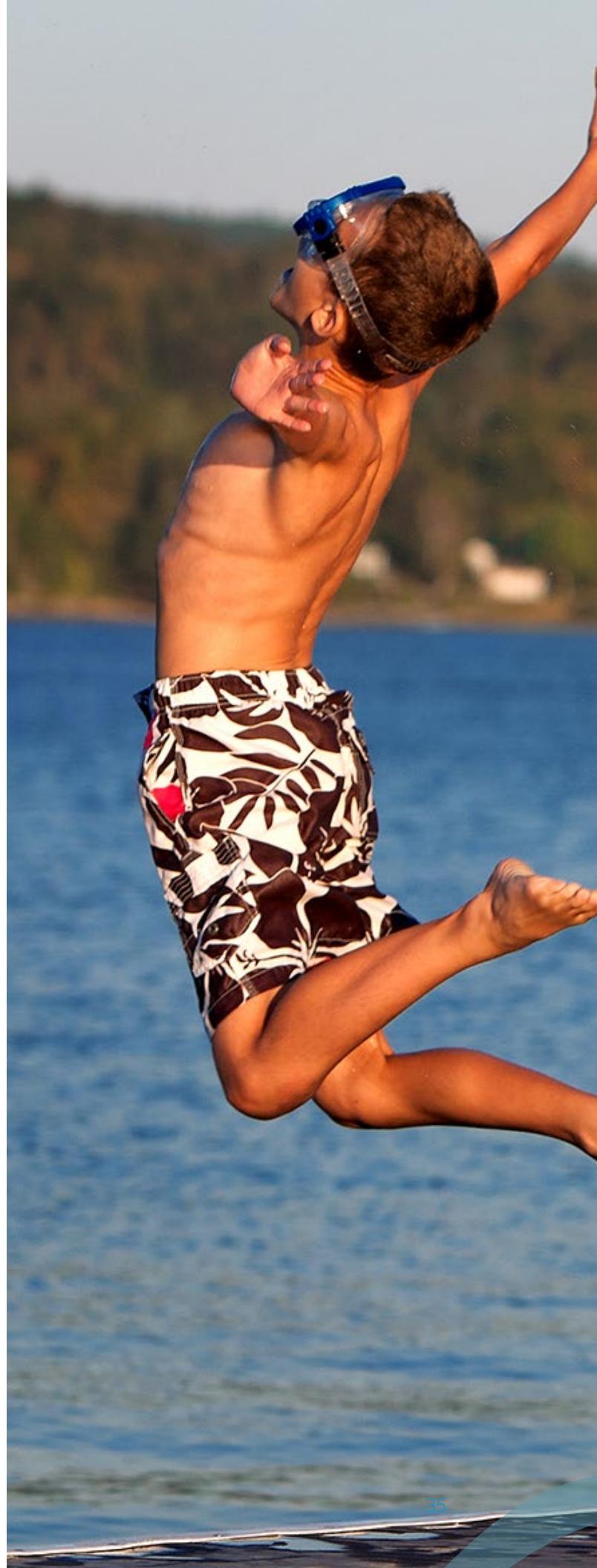
- Does this policy, program, or practice align with and/or support regional, provincial or federal public health mandates and goals?
- Would this decision benefit from engaging with or seeking input from public health officials?
- Does this policy, program, or practice include health promotion and/or education elements (when applicable)?
- Does this policy, program, or practice consider emergency preparedness?



Climate change will dramatically impact the provision of parks and recreation infrastructure, programs, and services in Canadian municipalities. As there is a direct relationship between recreation and the environment. Recreation impacts the natural environment, and the natural environment impacts the provision of recreation. Being mindful of our actions and making decisions to mitigate and adapt to the effects of climate change will provide tangible benefits for residents today and ensure future generations will have access to resources that support a healthy, safe, and connected community. By applying this lens, the Town can better assess the climate impacts in coming years, encourage behavioral change and help to ensure parks and recreation are resilient to future climate-related disruptions.

Questions to Ask:

- Are facilities (new construction or rehabilitations) designed to withstand more extreme temperatures and/or weather events?
- Can freshwater use be minimized or grey water (e.g., rainwater, stormwater runoff) be utilized in the maintenance of parks and outdoor recreation spaces?
- Are support amenities in place to allow residents recreate in more extreme hot or cold temperatures?
- Does this policy or program consider what infrastructure may be in greater demand because of climate change to ensure future adequate provision?



Parks and Recreation Strategic Direction

How to Read the Strategy Recommendations.

Goal Area (Strategic Theme)

Outcome: High level statement that indicates the ideal state achieve through meeting the objectives.

Objectives: Specific target to be achieved through the implementation of recommended actions.

Action	Timeline	Responsibility	Resources/Considerations
Action to be implemented by the Town Recreation Department	Ongoing Short (0 – 2 years) Medium (3 – 5 years) Long (6 – 10 years)	Who is involved in the implementation of this action (e.g., Town; partners; community groups).	Information to support why this recommendation is included; as well as information to consider when implementing the action.





Inclusion and Accessibility



Outcome: Parks and Recreation programs, services, spaces, and facilities in Grand Bay - Westfield are welcoming and accessible for all.



Objectives:

- Develop opportunities that support active and creative living for all ages and abilities.
- Reduce physical, economic, and social barriers to access parks, facilities, and programs.
- Ensure parks, facilities and programs are welcoming to all.

Alignment with Recreation Framework



Active Living



Inclusion and Access



Connecting People with Nature



Supportive Environments



Building Recreation Capacity

Alignment with Parks for All



Collaborate



Connect



Conserve



Lead

Recommended Actions

Action	Timeline	Responsibility	Resources/Considerations
Develop inclusion policies and procedures for Town supported/operated programming and facilities.	Medium	Town Partners Community Groups	<ul style="list-style-type: none"> Seek input from community organizations such as BGC Greater Saint John.
Adopt the Community Lens Framework as part of decision making and evaluation processes.	Short	Town	<ul style="list-style-type: none"> See Parks and Recreation Master Plan Section 6
Establish intergenerational programming which could include special events, physical and creative activities.	Ongoing	Town Partners Community Groups	<ul style="list-style-type: none"> Work with community groups to support development of intergenerational programming. Create programming where gaps exist. See Appendix E: Program Development Framework.
Conduct a physical accessibility audit of facilities, parks, and trails.	Medium	Town Partners	<ul style="list-style-type: none"> Para NB has sport and recreation facility and programming checklists available.
Conduct a review of user and rental fees.	Medium	Town Partners	<ul style="list-style-type: none"> Develop guidelines to ensure fair and equitable access to the recreation facilities, services and programs.
Encourage a greater range of activities for older adults.	Ongoing	Town	<ul style="list-style-type: none"> Work with community partners and service providers to determine appropriate range of activities and services. NB Plays provides resources to support older adult programming development.
Develop training to ensure staff and community recreation leaders positively contribute to delivering high-quality, safe, and meaningful recreation experiences for all residents.	Medium	Town	<ul style="list-style-type: none"> The Canadian Parks and Recreation Association has many professional development resources available. The Government of Canada offers a free gender-based analysis plus (GBA+) course online.



Community Innovation: Recreation for Mental Health Game

Recreation for Mental Health Game has been developed and administered through Recreation Nova Scotia. There are two versions: one for people in mental health recovery, and one for recreation providers and practitioners. Through the game people in mental health recovery can practice problem solving through barriers to recreation and uncover new strategies to use to do a recreation activity. While practitioners can better understand the barriers people with mental health face in accessing recreation opportunities and consider the supports needed to ensure everyone experiences the benefits of recreation.



Communication and Engagement



Outcome: Residents and visitors alike are engaged and active in local parks and recreation opportunities.



Objectives:

- Enhance communication efforts related to parks and recreation opportunities and benefits.
- Improve the use of technology to support participation and aminate spaces.
- Incorporate the use of technology to support relevant data collection.

Alignment with Recreation Framework



Active Living



Inclusion and Access



Connecting People with Nature



Supportive Environments



Building Recreation Capacity

Alignment with Parks for All



Collaborate



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Lead

Recommended Actions

Action	Timeline	Responsibility	Resources/Considerations
Coordinate a roundtable with all relevant stakeholders to communicate the outcomes and recommendations from this Master Plan.	Short	Town	<ul style="list-style-type: none"> Include relevant Town departments, regional and community partners to support continued collaboration.
Provide an interactive online Grand Bay – Westfield Parks and Recreation Activity Guide.	Short	Town	<ul style="list-style-type: none"> Work with regional partners to identify opportunities available to residents.
Align the promotion of recreation and parks with the Framework for Recreation in Canada (2015) and Parks for All (2017) to highlight the benefits for all.	Short	Town	<ul style="list-style-type: none"> See Appendix A: Policy Review Framework for Recreation in Canada (2015) Parks for All (2017)
Develop interactive online maps for parks, trails, and open spaces.	Medium	Town	<ul style="list-style-type: none"> Residents and visitors should be able to easily plan their desired parks and trails experiences. Several online map applications, such as Google Maps, allow for the easy development of online maps
Improve access to online information on recreation, parks, and trail amenities.	Short	Town	<ul style="list-style-type: none"> Consider increasing the availability of all related information contained online.
Support the promotion of community group and partner programming and services.	Ongoing	Town	<ul style="list-style-type: none"> Leverage Town social media to support community groups. Work with community groups to determine promotional needs.
Research the potential for a new data management system to better maintain and utilize comprehensive data on community partners and stakeholders.	Short	Town	<ul style="list-style-type: none"> Many data management systems exist, ranging from Customer Relation Management (CRM) systems to more robust suites offering analytic capabilities. Cost, user friendliness, and functionality should be key considerations.
Conduct community engagement to determine shifting needs and preferences of residents.	Ongoing	Town	<ul style="list-style-type: none"> Facility/program satisfaction surveys. Town/regional Resident Recreation Survey repeated every five to seven years.
Create meaningful opportunities to engage youth to identify barriers, experienced challenges and demands for recreation opportunities.	Ongoing	Town	<ul style="list-style-type: none"> Work with community groups and partners to identify opportunities to engage youth. Consider how engagement findings will be reported or shared back with youth to maximize 'buy-in'.

Community Innovation: Summerside PEI, Hello Summerside

To encourage residents and visitors to explore and ask questions about their surroundings, Summerside, PEI launched the 'Hello Summerside' pilot project in summer 2019. Working with the UK initiative '**Hello Lamp Post**', Summerside has added interactive codes to street furniture, lamp posts, garbage cans and notable sites throughout the city. People that encounter these objects can send a text message (using a code affixed to the object) to the object, learning more about the history of the community, to get more information on City initiatives and even to provide feedback on City initiatives. Since its launch, 'Hello Summerside' has exchanged more than 20,000 messages with nearly 3,000 'players'. By passively engaging with and informing residents/visitors, Summerside has emerged as a Canadian innovator in sharing program information, stories and other data with inquisitive people willing to text things like bridges and garbage cans.





Optimization of Services and Facilities



Outcome: Parks and recreation facilities and services are efficiently delivered to maximize return on investment.



Objectives:

- Maximize use of existing facilities.
- Leverage resources to expand and improve service delivery.
- Update policies and procedures to strengthen the planning and delivery of parks and recreation services.

Alignment with Recreation Framework



Active Living



Inclusion and Access



Connecting People
with Nature



Supportive
Environments



Building
Recreation
Capacity

Alignment with Parks for All



Collaborate



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Lead

Recommended Actions

Action	Timeline	Responsibility	Resources/Considerations
The Parks and Recreation Policy should be reviewed and updated to reflect the updated mandate and objectives contained within this Master Plan.	Short	Town	<ul style="list-style-type: none"> • Parks and Recreation Comprehensive Master Plan • Adopt proposed new role for department contained within Parks and Recreation Comprehensive Master Plan.
Facility User Policy should be revised and updated.	Short	Town	<ul style="list-style-type: none"> • More operational directions could be presented as a form or check list. • Consider adopting a 'Code of Conduct Policy' to guide user behaviour in facilities.
Grant Policy should be revised and updated.	Short	Town	<ul style="list-style-type: none"> • Consider adding language or criteria on group alignment with strategic documents such as the Parks and Recreation Comprehensive Master Plan.
Complete an operational review of the RVCC and develop a Strategic Plan to guide future use and development.	Short	Town Partner - RVCC	<ul style="list-style-type: none"> • Support enhancement of current operations and maximize benefits for the community. • Identify gaps and opportunities.
Invest in trail enhancement through the development of a Trails Master Plan.	Medium	Town Community Groups Partners	<ul style="list-style-type: none"> • Parks and Recreation Master Plan, particularly Appendix A: Policy Review to support grant applications.
Develop a facility feasibility study for a multi-purpose community recreation Center.	Medium	Town	<ul style="list-style-type: none"> • Work with community groups and partners to identify needed amenities. • See Appendix G: Feasibility Triggers
Develop an outdoor recreation feasibility study for a community beach and hand launch.	Short	Town	<ul style="list-style-type: none"> • See above. • Consider utilizing online mapping to engage residents on where they would like to see investment.
Ensure all activity spaces and rooms do not have specific labels (e.g., youth/senior room).	Short	Town	<ul style="list-style-type: none"> • Will maximize flexibility of current inventory of spaces. • Allow for opportunities for cross-programming and intergenerational programming.



Partnership



Outcome: Community partners are supported, and meaningful opportunities for collaboration exist.



Objectives:

- Support community groups to build organizational and leadership capacity.
- Establish a Recreation Committee to facilitate the sharing of resources and information, and coordinate advocacy.
- Develop effective and clear working procedures to guide community partnerships.

Alignment with Recreation Framework



Active Living



Inclusion and Access



Connecting People with Nature



Supportive Environments



Building Recreation Capacity

Alignment with Parks for All



Collaborate



Connect



Conserve



Lead

Recommended Actions

Action	Timeline	Responsibility	Resources/Considerations
Hire a Community Liaison and Programming Coordinator.	Short	Town	<ul style="list-style-type: none"> Assist in building capacity with partners who provide services to the community. Consider engaging regional partners to determine if this could be a shared position.
Develop resources and tools to support community groups and partners.	Short	Town	<ul style="list-style-type: none"> Focus on areas such as volunteer recruitment and training, board development, fundraising, planning and community engagement.
Establish an annual process to gather data from community partners/groups.	Medium	Town	<ul style="list-style-type: none"> Will ensure decision making, policy and program evaluation and benefit measurement are rooted in accurate information.
Create a regional recreation leadership team that is united by a common vision and acts as an advisory body for parks and recreation.	Short	Town Partners	<ul style="list-style-type: none"> Could inform the decision making of Council as related to parks and recreation matters, including the development and operations of infrastructure and programs, and service delivery. Should provide a regional perspective.
Contribute to the development of a Town Volunteer Strategy that includes other sectors that rely on volunteers.	Medium	Town	<ul style="list-style-type: none"> Multi sector/department volunteer strategy will benefit the Town and ensure consistency in operations and opportunities.
Develop a Partnership Framework to guide existing and future community partnerships that support the delivery of parks and recreation.	Medium	Town	<ul style="list-style-type: none"> The framework could contain guidance related to: <ul style="list-style-type: none"> » Criteria to identify potential partners » Expectations and responsibilities » MOU template » Evaluation metrics



Community Innovation: Town of Halton Hills Community Group Registration Program

The Town of Halton Hills, Ontario works together with community groups and individuals to provide services that develop healthy and active communities. Through the Recreation & Parks **Community Group Registration** program, the Town provides ongoing support to non-profit groups. Registered groups may be eligible for:

- Priority status for ice, floor and/or sports fields (subject to Facility Allocation Policy), and preferred rates for school use (as per the reciprocal agreement with School Boards)
- Reduced rates at selected facilities
- Free Town space for annual general meetings when elections are held
- Advertising and promotional opportunities at registered rates
- A one-time free ¼ page ad in Town Community Activity and Service Guide for newly registered groups
- Workshop series and leadership opportunities at reduced rates
- Assistance of a Town staff liaison, acting in an advisory capacity
- Assistance in connecting with other community organizations and government programs, grants, funding opportunities and resources



Sustainability



Outcome: Parks and recreation facilities and services in Grand Bay – Westfield are innovative, adaptive, and resilient.



Objectives:

- Encourage innovation in recreation staff and all community partners.
- Employ leading sustainable practices to operations and facilities management.
- Deliver and design programs and services that are responsive to community needs.

Alignment with Recreation Framework



Active Living



Inclusion and Access



Connecting People with Nature



Supportive Environments



Building Recreation Capacity

Alignment with Parks for All



Collaborate



Connect



Conserve



Lead

Recommended Actions

Action	Timeline	Responsibility	Resources/Considerations
Develop a lifecycle reserve for all recreation (indoor and outdoor) and park amenities.	Medium	Town	<ul style="list-style-type: none"> • Canadian Infrastructure Report Card recommends reinvestment of between 1.7 and 2.5% of capital value back into facilities on an annual basis.
Develop a strategy and workplan to guide maintenance and park/facility improvements over the next 10 years.	Medium	Town Partners	<ul style="list-style-type: none"> • Climate ready adaptations and accessibility should be a priority. • See Appendix F: Amenity Prioritization Framework to support planning.
Adopt a project feasibility framework for all potential major infrastructure projects.	Short	Town	<ul style="list-style-type: none"> • See Appendix G: Feasibility Triggers
Incorporate recreation facilities and services into emergency management plans to improve community resilience.	Medium	Town Partners	<ul style="list-style-type: none"> • Recreation integration into emergency preparedness • Lessons learned from pandemic response • Town Climate Change Action Plan
Develop a Facility and Field Allocation Policies to ensure effective and efficient use of City and Town resources.	Short	Town Partners	<ul style="list-style-type: none"> • Engage partners to identify if there are any existing conflicts between user groups and identify strategies for addressing them.
Research leading sustainable practices to operations and facility management and design.	Ongoing	Town Partners	<ul style="list-style-type: none"> • Support staff training on best practices. • Canada Green Building Council has many resources available online at no or low-cost.
Establish strategies and procedures to ensure public safety and functionality of parks	Ongoing	Town	<ul style="list-style-type: none"> • Park design can have direct impact on people's perception of safety. • WorkSafe NB has many resources available for occupational health and safety and other topics.

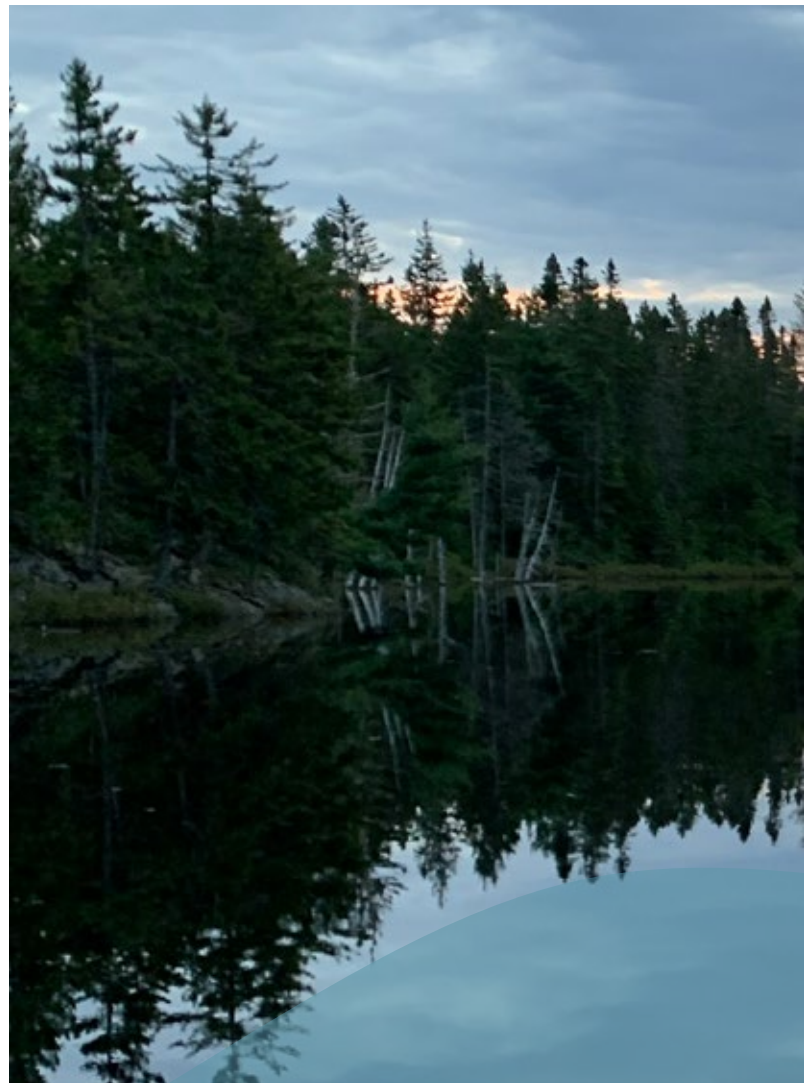


Community Innovation: City of Edmonton Green Shack Program

The City of Edmonton's (AB) 'Green Shack' program is an innovative approach for activating parks spaces in summer months. 'Green Shacks' (small shipping container-styled structures) are placed at parks and playgrounds throughout the city, with program leaders assigned to each location. Program leaders facilitate a variety of games, sports, crafts, music, drama and special events programs that are free-of-charge for children and youth to attend, blending scheduled and spontaneous activities throughout the summer months. The Green Shack program runs from early July to late-August each year, helping to enhance park safety, encourage spontaneous and guided youth activity and providing free, supervised activities for young Edmontonian's.

Implementation, Measurement and Evaluations

In today's economic climate municipal governments are tasked with delivering more services with less resources. This has been further exacerbated by the COVID-19 pandemic and disruptions to revenue generating services. As such determining the value or performance of assets and services is often critical as it can be tied to funding and budgetary considerations. Furthermore, it is increasing important that governments are accountable to their taxpayers, as well as higher levels of government, to show progression to stated strategic goals and priorities.



8.1 Implementation

It is anticipated that the Grand Bay – Westfield Parks and Recreation Comprehensive Master Plan will be implemented in phases based on the identified needs of the community, the priorities of Town Council, and available funding. As stated at the beginning of the Plan, this Master Plan is designed to be a guiding document for Town Administration, Council and community recreation stakeholders. The aim is to guide the provision of services and facilities to meet the needs of the community; it does not commit the Town to any specific action outlined in the document. It is a living document that will most importantly provide direction and strategic foundations to guide future decisions, however the objectives and actions contained within will need to be situated within the current realities of the Town before acted upon.

To support the implementation of the Master Plan, an Implementation Guide has been developed and provided under a separate cover.





8.2 Measurement

There are various methods to measure the performance of parks and recreation facilities and services. While traditional approaches to measuring success have focused on financial performance and registration and utilization data, these measurements do not capture the full value of parks and recreation. As parks and recreation facilities and services play a significant role in the quality of life of the communities in which they are located and serve. To fully measure the performance of parks and recreation facilities and services the focus needs to shift from outputs (such as revenue or registration numbers) to broader outcomes such as healthy residents, connected communities and sustainable environments.

While measuring outputs may focus on measurements of activity and efficiency, the measuring outcomes focuses on measuring the accomplishment and effectiveness of actions. A shift to measuring outcomes will capture the full benefits of the public good created by the provision of parks and recreation facilities and services within Grand Bay - Westfield. Measuring outcomes can be a challenging proposition as the units of measurement are often subjective in nature. To overcome this challenge, measurement should focus on a small number of key metrics and focus on change within the community over time versus comparisons with other neighbouring communities.



8.3 Evaluation

Evaluating the implementation of the Parks and Recreation Comprehensive Master Plan will be a necessary and important first step in future years to understanding and capturing the benefits investing in parks and recreation conveys to the Grand Bay – Westfield community and surrounding region.

To support the efforts of the Town to engage in the evaluation process a logic model has been created (please see Appendix H). A logic model is a graphic representation

of the activities and desired outcomes presented within this Comprehensive Master Plan. It is intended to illustrate the desired change that can take place with the implementation of recommended actions.

This logic model is just a first step, the Town should **develop an evaluation plan** to create a structured and accountable approach to assess the efficiency and effectiveness of their efforts.

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Appendix A: Policy and Planning Review

Various policy and planning documents were reviewed that may offer a framework for seeking funding and other support from potential partners. The table below does not present an exhaustive review of documents that may be important for the Town to consider, but rather, summarizes and highlights those most relevant to recreation and parks planning.

Town Recreation and Parks Policies and Plans

Policy or Plan	Purpose	Relevance
Town of Grand Bay – Westfield Recreation Master Plan Update (2011)	Affirms the philosophy, definition, and purpose of recreation in the town, the role of the Town in service delivery, and identifies several broad and specific goals to be accomplished.	Guided Town decision-making for recreation and parks for the previous 10 years. Major goals included facilitating programs, ensuring sufficient land is available and protected for outdoor recreation, expanding the AT network, investigating the feasibility of a dedicated community service facilities, and expanding programming more generally. Forms the foundation upon which this new Master Plan is based.
Parks and Recreation Policy (1999)	Establishes the philosophy, definition, purpose, and role of the Town in recreation and parks service delivery and provides information on community assistance to groups working within the sector.	Philosophy based on pursuing partnerships as key to service delivery. Advances a broad, holistic definition of recreation as a fundamental human need. Town's role is to facilitate existing organizations and volunteers to deliver recreation opportunities, as well as to encourage program development. Commits the Town to considering direct program delivery only in cases where community organizations are not providing the service.
Facility User Policy (1999)	Outlines user responsibilities when using Town facilities.	Provides detailed guidelines for user behaviors, activities, and responsibilities when using Town facilities. Some aspects of this policy could be clarified to ensure continued relevance/applicability, for example, reference to public morals is unclear.
River Valley Community Center Foundation Inc. Agreement (1995)	Outlines and defines the working relationship between the Foundation and the Town.	Foundation maintains and operates the Arena as a registered charity, with municipalities in the area contributing funding to support the Foundation. Previous Master Plan identified the need to work more closely with the Foundation, as the Town provided approximately 60% of its recreation budget to the RVCC. Agreement may benefit from review/updating.

Policy or Plan	Purpose	Relevance
Ball Field Policy (2002)	Provides guidance on use and allocation of municipal ball fields to ensure equity, enjoyment, and safety.	Allocation approach requires user groups to submit request forms in April of each year, with the Recreation Director to determine final allocations. Field booking times and maintenance protocols are outlined. Team fees are also identified, with user fees intentionally low due to user groups having historically assisted with field maintenance. Fees should be examined to ensure continued appropriateness.
Recreation Department Rental Fees (2018)	Outlines fees and charges for Town facilities.	Establishes 6 classes of rental type: service, recreation, religious, commercial, political and private. The Town also charges a 12% differential fee for non-Town user rentals. Policy should be regularly reviewed to ensure appropriate fee levels that reflect market conditions.

High-Level Town Policies and Plans

Policy or Plan	Purpose	Relevance
Town of Grand Bay – Westfield Municipal Plan (2020)	Is the overarching development plan for the Town that guides the physical development and improvement of the community.	Prioritizes maintaining existing recreation and parks opportunities at a high standard prior to expanding services. Strong support for the Town continuing to provide recreation, parks, and leisure opportunities, as well as the importance of such services to health and quality of life. No planned recreational projects identified within the proposed 2020 – 2024 capital plan.
Community Climate Adaptation Plan (2021)	Identifies climate change vulnerabilities of Town infrastructure and seeks to develop strategic adaptation elements to strengthen climate resilience.	Some recreation and parks assets are identified as high-risk assets, including Brundage Point River Center. Identifies the importance of indoor facilities in providing safe areas for residents during heat waves or emergencies. Encourages integrating green technologies to minimize environmental impacts.
Grand Bay – Westfield Active Transportation Plan (2017)	Is the Town's formal active transportation plan, which connects active transportation to enhanced livability, wellness, economic development, and tourism	Municipal Heritage Trail and River Valley Drive identified as key components of the Town's existing AT network. Proposes a four-route AT plan with existing parks and facilities as primary activity gateways. Opportunity to support AT implementation plan through this Plan.
Asset Management Plan (2018)	Establishes service standards to increase accountability and minimize risk by establishing clear procedures for asset management throughout useful lifespans.	Most recreation and parks assets are in good condition, with some exceptions. Renewal projects are identified for the Community Centrum for between 2025 and 2032 and the River Valley Lions Community Center is identified as being in very poor condition and in need of replacement in 2018, since the facility has been renovated. Asset Management Plan should be referred to when proposing or identifying renewal or new capital projects.

Policy or Plan	Purpose	Relevance
Grand Bay – Westfield, Welsford, and Greenwich Area Community Health Needs Assessment (2020)	Seeks to identify priorities to improve health and wellness of individuals and population groups at the community level	Identifies five health/wellness priorities, with strong focus on mental health, strengthening collaboration, and addressing poverty. Recreation identified as an asset for advancing priorities. Recreation and parks programming should focus on creating opportunities to bring multiple service providers together, providing opportunities for those dealing with chronic illnesses, and low-income residents.
Town of Grand Bay – Westfield Grants Policy (2006)	Outlines the Town's approach to providing grant funding.	Grant applications must demonstrate how individuals, groups, and organizations align with the aims and objectives of the Town. Grants are reviewed twice per year and Council allocates funding each fiscal year. As Town aims and objectives evolve over time, this policy should be updated to ensure groups continue to support long-term goals and objectives.

Regional and Provincial Policies and Plans

Policy or Plan	Purpose	Relevance
Fundy Regional Services Commission – Regional Recreation Plan (2016)	Presents a regional planning assessment and recreation plan for the RSC based on collaboration and cooperation.	Identifies the City of Saint John as the principal regional service provider, with RSCs helping to facilitate consensus on need, scope, and financing of new facilities. Recommends hiring a Recreation Coordinator and identifies a multi-purpose community Center as a need for the Town in the future. This Master Plan should recognize the Town's role in providing recreation and parks services at a regional scale, as well as at a local level for residents.
Regional Ice Strategy Update (2019)	Provides an update on the Regional Ice Strategy developed in 2018 that advances several recommendations on data collection, funding formulas, and so forth	Recommends that allocation policies should focus on youth and improving gender equity. Some crossflow of arena users is identified and recommends an independent consultant review usage, finances, and population data. Approximately 30% of Grand Bay – Westfield arena users are non-residents. Data collection and online registration system should be explored.
Regional Service Delivery Act (2019)	Establishes the 12 Regional Service Commissions across the province and a series of sub-regional entities (LSDs)	Establishes the Fundy Regional Services Commission (Region 9), within which the Town falls. Guides how municipalities work together at a regional scale.

Policy or Plan	Purpose	Relevance
P.R.O. Kids Committee Terms of Reference (2014)	Establishes the Positive Recreation Opportunities (PRO) Kids Committee that provides support to all children in the region to access some form of recreation or positive leisure pursuit.	P.R.O. Kids provides up to \$500 in grant funding per child per year to expand affordability and accessibility of recreation and leisure opportunities in the region. The Town contributes funding to the Committee and one member from the Town sits on the Committee. The P.R.O. Kids Committee could provide ongoing feedback to the Town on many topics related to recreation and parks service delivery, including program availability, trends, and so forth.
Recreation New Brunswick Strategic Plan (2019)	Outlines the vision, mission, and goals of Recreation New Brunswick to be accomplished over the 2020-2023 period.	Areas of emphasis include services, education, advocacy, and leadership, with goals focused on increased advocacy for and awareness of the benefits of recreation, to offer opportunities for service providers to enhance knowledge, and so forth. Town initiatives emerging from this Master Plan should consider how they support the areas of emphasis and goals identified in this Plan.
New Brunswick Sport and Recreation Branch Strategic Policy (2016)	Articulates the mission, values, and strategic goals for the Branch for 2016 – 2020.	While now out-of-date, this Policy identifies several strategic goals that this Master Plan aligns with, including active living / sport for life, inclusion and access, supportive environments, operational effectiveness, and strengthening partnerships. It is likely that many of these goals will be carried forward if/when this Policy is updated, providing continued alignment with this Master Plan.
New Brunswick's Recreation and Sport Policy Framework (2017)	Conveys concepts, principals, and roles to guide the use and evolution of the province's recreation and sport delivery system over the next decade.	Situates sports and recreation as 'lenses' to view well-being, with health, education, the private sector, social inclusion, and crime prevention as related elements. The goal of the Framework is relationship-building through partnerships. Not-for-profit organizations are identified as the heart of the system, to be supported by municipalities and RSOs. This Master Plan recognizes the importance of local not-for-profits in the Town's recreation and parks service delivery system.

New Brunswick Local Governance Reform

The Province of New Brunswick has launched a process to strengthen local governance through Local Governance Reform. The broad objective of this process is to determine if the province is organized locally and regionally in a way that best serves the needs of all New Brunswickers.

The Local Governance Reform process identifies that many New Brunswickers do not have a local government to make decisions on their behalf and that cost sharing and service delivery can be difficult topics in many regions.

A goal of Local Governance Reform is to improve the efficiency of service delivery and quality of services available at the local and regional level. This Master Plan acknowledges the importance of regional cooperation and collaboration and seeks to highlight opportunities for the Town to explore to enhance service delivery for its residents and residents of the Fundy RSC more broadly.

National Policies and Plans

While not reviewed in the table above, there are several national-scale policies and plans that this Master Plan demonstrates close alignment with, including the Canadian Parks and Recreation Association's **Framework for Recreation in Canada**, the **Truth and Reconciliation Commission's Calls to Action**, the **Canadian Infrastructure Report Card**, and many other important strategic documents. Master Plan alignment with these policies and plans will strengthen the Town's ability to leverage future funding opportunities and to advance existing and potential partnerships in the future.

National Policies and Plans

Policy or Plan	Purpose	Relevance
Framework for Recreation in Canada (2015)	Canadian Parks and Recreation Association (CPRA) national level guiding document that establishes a vision for the delivery of recreation in Canada and five goals to guide recreation providers.	Provides an excellent starting point for recreation planning and a foundation for alignment with other communities and levels of government, bolstering the case for provincial and federal investments in recreation. Goals include supporting active living, inclusion and access, connecting people with nature, creating supportive environments, and building sector capacity. This Master Plan broadly aligns with the Framework.
Truth and Reconciliation: Calls to Action Report (2015)	To redress the legacy of the residential school system in Canada, the Truth and Reconciliation Commission (TRC) developed 94 Calls to Action to support reconciliation in Canada.	Several Calls to Action speak directly to sports and recreation, including promoting education on Indigenous sport history and participation, amending policies and programs to ensure inclusivity, and identifying opportunities to connect health goals and initiatives with efforts to promote reconciliation through recreation. Ensuring inclusion is a major theme of this Plan.
Let's Get Moving (2018)	Federal strategy focused on building on existing efforts to get Canadians moving more and presents topics to address sedentary behavior challenges.	Topics identified include creating spaces and places that are supportive and accessible for physical activity to be part of daily life, expanding public engagement efforts, and on developing multi-sectoral partnerships to achieve shared outcomes. Many of these topics are addressed within this Plan.
Canadian Sport for Life	Canadian Sport for Life (CS4L) promotes quality sport and physical activity by focusing on Long-Term Athlete Development and Physical Literacy in Canadian communities.	Long-Term Development in Sport and Physical Activity is about ensuring that all people can access quality opportunities that are safe and inclusive, well-run, and developmentally appropriate. Physical Literacy is about motivation, physical confidence, knowledge, and understanding needed to take responsibility for engaging in physical activity for life. Reducing barriers and improving service delivery are key tenets of this Master Plan.

Policy or Plan	Purpose	Relevance
Parks for All (2017)	Developed by the CPRA, this document presents a vision for parks in Canada to support healthy environments and people, as well as four strategic directions to support service providers.	Strategic directions include collaboration (partnerships, expanding efforts in new sectors, strategizing beyond parks boundaries), connecting (raise awareness, facilitate experiences, share stories), conservation (expand and enhance parks and ecosystem services), and leadership (set examples for others, build capacity, maintain systems and resources to support leaders). Many of these strategic directions are advanced through this Plan.
Canada Sport Policy (2012)	Federal policy first developed in 2002 that sets a direction for all levels of government, institutions, and organizations to realize the positive impacts of sport participation.	Underscores the importance and ability of sport systems to deliver benefits to communities and identifies amenities that provide benefits to citizens related to sport participation and physical activity. Strategic directions presented within this plan are aligned with this Policy.
New Brunswick's Recreation and Sport Policy Framework (2017)	Conveys concepts, principals, and roles to guide the use and evolution of the province's recreation and sport delivery system over the next decade.	Situates sports and recreation as 'lenses' to view well-being, with health, education, the private sector, social inclusion, and crime prevention as related elements. The goal of the Framework is relationship-building through partnerships. Not-for-profit organizations are identified as the heart of the system, to be supported by municipalities and RSOs. This Master Plan recognizes the importance of local not-for-profits in the Town's recreation and parks service delivery system.

Appendix B: Parks and Recreation Trends

The following provides a review of trends that were deemed relevant to the creation of this Master Plan and considered in the development of the strategies contained within.

Demand for Spontaneous and Unstructured Recreation

There is growing demand for more flexibility in timing and activity for leisure pursuits. **People are now seeking individualized informal pursuits that can be done alone or in small groups, at flexible times, often near or at home.**

This trend does not eliminate the need for structured activities but suggests that planning for the general population is as important as planning for more traditional structured-use environments. Research on teenage activity preferences in Wales suggests that access and lack of opportunity hinder youth activity levels. Creating a voucher-type program where researchers provided teenagers with funds to pay for preferred activities, researchers found that teenagers gravitate towards fun, unstructured and socially oriented activities such as trampolining, laser tag and going to water parks. Top-down policy approaches are likely ineffective when it comes to increasing youth activity levels, as many teenagers prefer more flexible, spontaneous opportunities.

Spontaneous recreation is broadly characterized as physical activities in which the activities, nature of participation and timing of participation are freely chosen and do not require registration for programs or leagues. Examples of spontaneous recreation activities include walking, running, children playing, skateboarding, and other pick-up sports, games, and activities.

Recreation consumers have a greater choice of activity options than ever before. As a result, service providers are now required to ensure that they are approaching **service delivery fluidly** and in such a way so to be able to quickly adapt to meet community needs. Many municipalities have also had to make hard decisions on activities they are able to directly offer or support, versus those that are more appropriate to leave to the private sector to provide.

Parks and Greenspace for Spontaneous Recreation

The **value of the local parks and green spaces should not be understated** in times of crisis. A 2020 study conducted by National Recreation and Parks Association¹ found that 83% percent of adults agree that visiting their local parks, trails and open spaces is essential for their mental and physical wellbeing during the COVID-19 pandemic. Nearly 60% responded that it is very or extremely essential to exercise in parks and green spaces to relieve stress and remain healthy during the COVID-19 crisis. Given the strong connection communities feel to their local green spaces, recreation and parks will be key to social recovery and in the maintaining of community bonds and relationships.

While structured programming and user groups are often the primary consideration when planning for future parks and field spaces, in recent years there has been a **growing demand for passive or “spontaneous” recreation in community parks year-round.** This demand can only be expected to grow as a result of the COVID-19 pandemic event and related restrictions to organized play/sport. While designated fields and parks can accommodate spontaneous and “pick up” activities, barriers to using these spaces often exist including residents being unaware if a space is booked by an organized user group, physical barriers such as fencing that restricts access, and seasonal limitations such as snow removal and lacking support amenities (shade, warming hut).

To ensure spontaneous opportunities exist for residents, many municipalities are actively encouraging the use of parks and greenspace for casual and “pick up” activities. In addition to encouraging physical and social activity, encouraging these activities in public greenspaces can result in broader benefits, such as:

- Increased utilization of parks and open spaces.
- Reduction in deviant/anti-social behaviour through increased resident value and regular use.
- Increased opportunities for multi-generational recreation, sport and physical activity.

¹ <https://www.nrpa.org/publications-research/park-pulse/the-essential-need-for-parks/>

Several municipalities have had success encouraging this practice in the following ways:

- Communicate and promote (through traditional and social media platforms) that unstructured activities are permitted in parks and open spaces.
- Installation of washroom facilities, shade barriers and warming stations.
- Regular, year-round maintenance.
- Signage in park spaces which promotes spontaneous recreational and spontaneous sport.

Physical Literacy as Key to Human Development and Health

Physical literacy has become an increasing prominent concept in the field of sport and recreation in the past few decades. It likens the idea of physical ability to language literacy, in which children, youth and adults follow a development path. The physical literacy model is composed of the basis of knowledge, awareness, **behaviours and understanding needed for healthy active living and lifelong participation in physical activity.**

Canada, along with the United Kingdom, Australia and New Zealand, pioneered major initiatives in education, community and public health to increase physical participation and performance using the physical literacy model. The concept of physical literacy was adapted and popularized by the (Canadian) Sport for Life movement, which was included in the Canadian Sport Policy 2012 as a foundation for sport participation. As a result, many Canadian municipalities are now including physical literacy within their own community sport strategies and policies such as the City of Mississauga Sport Plan, 2013 and the Richmond Sport for Life Strategy, 2010.

A 2018 report on the state of children's physical literacy in Canada presented the findings of a national research study of over 10,000 children, aged 8 to 12, from 11 cities across the country participated in the study from 2014 to 2017¹. The study found that **nearly two-thirds of Canadian children haven't achieved an acceptable level of physical literacy.** The findings were based on daily step counts and questionnaires about physical activities. These findings indicate that more needs to be done to ensure children are physically literate in Canada, and as such the concept of physical literacy will continue to be an important component within the Canadian recreation sector.

Physical literacy can be described as the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life

– International Physical Literacy Association, 2017

The World Health Organization (WHO)'s Global Guidelines of Physical Activity for Adults 65 Years and Older

1. Older adults should achieve at least 150 minutes of moderate intensity aerobic physical activity throughout the week or at least 75 minutes of vigorous-intensity aerobic physical activity throughout the week or an equivalent combination of moderate- and vigorous-intensity activity.
2. Aerobic activity should be performed in bouts of at least 10 minutes duration.
3. For additional health benefits, older adults should increase their moderate-intensity aerobic physical activity to 300 minutes per week or engage in 150 minutes of vigorous-intensity aerobic physical activity per week, or an equivalent combination of moderate- and vigorous-intensity activity.
4. Older adults, with poor mobility, should perform physical activity to enhance balance and prevent falls on 3 or more days per week.
5. Muscle-strengthening activities, involving major muscle groups, should be done on 2 or more days a week.
6. When older adults cannot achieve the recommended amounts of physical activity due to health conditions, they should be as physically active as their abilities and conditions allow.

Source: <https://www.who.int/dietphysicalactivity/physical-activity-recommendations-65years.pdf>

¹ <https://www.capl-eclp.ca/2018/10/02/canadas-first-state-of-the-nation-report-on-childrens-physical-literacy/>

Physical Activity and Older Adults

A major trend within recreation and leisure service delivery is greater focus on providing programs and services for aging populations. The **Canadian population is aging steadily and there will be larger cohorts of Canadians aged 65+ than ever before.** This growing population has created a tremendous demand for unique recreation services to meet the needs of older adults. Regular physical activity contributes to the prevention and management of chronic diseases, as well as a host of other health issues older adults face. It also has been shown to reduce the risk of falling and bone fractures as people age, can help prevent or lessen a variety of physical limitations, stave off depression and improve mental well-being, and can significantly help older adults maintain their independence and enjoy daily life.

Today older adults are expected to live longer and live a more active life than the generations past. This will present growing opportunities and user demands for creative, innovative programming for older adults. However, contradictory to these anticipated trends is a 2018 Statistics Canada report¹ that highlighted as older Canadians are becoming less and less physically active over time. The report revealed a slow decline in overall activity levels among older adults. Participation rates of women aged 65 and older in active pursuits declined from 77% in 1986 to 69% in 2015. Over the same period the average time spent by senior men and women on physical activity declined by 35 and 40 minutes per day, respectively. Forty-four percent (44%) of men aged 65 and older participate in physical activities, along with 39% of women. This may indicate a need for recreation programmers to reassess the types of opportunities and experiences they offer older adults.



Figure 11 Motivating Factors for Older Adult Physical Activity

1 <https://www150.statcan.gc.ca/n1/daily-quotidien/180321/dq180321a-eng.htm>

Equity & Inclusion

Recreation facilities and spaces, parks and trails should be welcoming environments for all peoples – regardless of race, ethnicity, gender, income, age, ability, or sexual identity. Efforts are occurring across Canada to ensure that recreation facilities and parks embrace everyone. Deliberate planning and concrete actions are needed to ensure spaces minimize potential barriers and equity and inclusion challenges. The direction for this deliberate action is set in strategic plans such as this Master Plan.

The diversity of Grand Bay – Westfield and the surrounding region can only be expected to increase in future years; as such, we must consider how policies and practices will contribute to building bridges between socio-cultural and ethnic gaps and address barriers to participation. Equity is about creating fairness, and providing citizens with access to spaces, facilities, services and supports that they require to meet their needs.

Recreation providers are in an excellent position to improve the lives of those who have been oppressed through the delivery of services and programs that are thoughtfully designed to empower and provide a sense of self-determination. A first step in creating and fostering equity is to facilitate inclusion. Inclusion is about providing a voice to all; it involves the conscious practice of activity engaging people of different backgrounds and experiences. These processes require the acknowledging of our history and reflections on power and privilege. Such experiences and reflections should result in the valuing differences and recognizing that each person has a valuable contribution to society.

When working to build inclusion and equity, it is important to frame the planning of programming and services as working towards collective benefit for all; this can include strategies such as writing policies and procedures in plain language, so they are easy to understand by all communities and creating welcoming facilities that all people feel safe in¹. **Creating fairness within the parks and recreation sector, and our broader society, should be something that motivates all providers and participants.**

TIPS FOR ENGAGING AFRICAN CANADIAN SECOND-GENERATION¹ TEEN GIRLS IN COMMUNITY SPORT



Developing sport programs that meet the needs of second-generation teen girls from a variety of backgrounds is key to engaging this growing population of Canadian youth in sport.



Figure 12 Program Innovation to Engage Girls in Physical Activity

¹ <https://www.nrpa.org/parks-recreation-magazine/2015/december/racial-equity-in-parks-and-recreation/>

Reconciliation with Indigenous Peoples

The 2015 Truth and Reconciliation Commission: Call to Action Report identified sport and recreation as tools for social development to improve the health and well-being of Indigenous peoples and communities (Calls to Action 87 – 91). The platform of Reconciliation in Canada challenges the recreation sector to do more than an acknowledgment of territorial land or of the Calls to Action within the Truth and Reconciliation Report; it is an opportunity to learn about the land Canadians reside on, the traditional peoples and cultures, and to foster new relationships that will lead to healthier individuals, communities and balanced partnerships. Reconciliation is an ongoing process that must occur in a respectful manner recognizing Indigenous cultural traditions and protocols to enable a positive move forward with Indigenous communities.

Ensuring that Indigenous peoples have the same opportunities, platforms and support to tell their own stories in their own way and share their perspectives, traditions and cultures is important, as is ensuring that Indigenous voices are included in planning and development for the future of the cultural sector.

Planning for Multi-Use Spaces

Recreation facilities are being designed to accommodate multiple activities and to encompass a variety of different components. The benefits of **designing multi-use spaces include the opportunity to create operational efficiencies, attract various users, and procure multiple sources of revenue.**

Providing the opportunity for all family members to take part in different opportunities simultaneously at the same location additionally increases participation levels, convenience, and satisfaction for residents.

Creating spaces within a facility that are easily adaptable and re-configurable is another growing trend observed in many newer and retrofitted facilities. Most sport venues are now being designed and constructed in such a manner that staging, seating, and wall configurations can be easily changed or removed as required to host various community and cultural events.

Celebrating and Recognizing Volunteerism

Volunteers play a central role in the development and delivery of recreation opportunities and experiences, including the operations of programs, facilities and the management of parks and trails. Everyday residents offer their time and resources to take action to make their community a better place to live, work and play. They are coaches, officials and instructors; they serve on boards, event organizers; they are important community leaders. However, **with increasing demands on individual's time, there has been a slight decline in volunteerism across Canada.**

There has also been a change in how people are willing to volunteer – moving from a willingness to commit long durations to serve on boards towards a desire for much shorter one-off volunteerism (e.g., Canada Day event volunteer, park clean up). As such it is important to continue fostering volunteerism, including facilitating opportunities for youth to volunteer who, according to recent Stats Canada research, had the highest rate of formal volunteerism participation across all generations. **Formal recognition of volunteers is a way both of expressing the gratitude of the community and of presenting role models to the people.** This could be achieved by profiling volunteers to highlight their contribution and value within the broader community and regional channels, which would support future recruitment and encourage retention of current volunteers, by increasing volunteer satisfaction as a result of appropriate recognition.



VOLUNTEERING BY CANADIANS IN 2018

In 2018, **over 24 million people volunteered** formally (i.e., for an organization), informally (on their own), or both formally and informally, accounting for 79% of Canadians aged 15 and older. **They dedicated approximately 5 billion hours to volunteer activities**, equivalent to over 2.5 million full-time year-round jobs.

Among all generations, **iGens were the most likely to engage in formal volunteering, at 52%**, but **Matures contributed the most average hours** to formal volunteering activities.

FORMAL VOLUNTEERING RATES AND AVERAGE HOURS PER YEAR, POPULATION AGED 15 AND OLDER, BY GENERATION, 2018



AVERAGE HOURS OF FORMAL VOLUNTEERING PER YEAR, POPULATION AGED 15 AND OLDER, BY ORGANIZATION TYPE, 2018

Among formal volunteers, more hours were dedicated to hospitals and religious organizations.



Note: Formal volunteering is when people volunteer for and on behalf of organizations, while informal volunteering is engagement in activities on one's own (e.g., picking up groceries for a neighbour).
Source: Mahmann, Tara. 2021. "Volunteering counts: Formal and informal contributions of Canadians in 2018." Insights on Canadian Society. April. Statistics Canada Catalogue no. 75-006-X.
ISBN: 978-0-660-37951-7 | Catalogue number: 11-627-M
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Statistics Canada / Statistique Canada

www.statcan.gc.ca

Canada

Figure 13 Volunteering in Canada (StatsCanada, 2018) (<https://www150.statcan.gc.ca/n1/en/pub/11-627-m/11-627-m2021035-eng.pdf?st=oUjJoE90>)

Recreation as a Means of Community Recovery and Wellness: Pandemic Response

Planning for a widespread public health crisis is a challenging undertaking for any, and all levels of, government. Pandemics, such as the COVID-19 pandemic, are unpredictable events, which occur when a novel virus strain emerges, spreads widely and causes a worldwide epidemic. Given the broad economic, social, and environmental impacts a pandemic can cause, the response requires a coordinated effort between all levels of government, departments and sectors. Future responses will evolve from the experiences of COVID-19 and build upon the research, public health evidence and lessons learned across all sectors of society, including parks and recreation.

The COVID pandemic experience has underscored the vital importance of community recreation for citizens. As the Canadian Parks and Recreation Association stated "...past crises have proven that recreation is one of the first and most crucial services to return to communities. It plays a critical role in the mental and physical health recovery of citizens, and in community social and economic revival."¹ Community recreation organizations, facilities and spaces play a vital role in providing opportunities for citizens to take part in affordable activities and to enjoy sport and physical activity daily. They are an important component of the social fabric of all communities.

Pandemic readiness will be top of mind for parks and recreation professionals, as the COVID-19 experience will impact the provision and design of parks and recreation in the future. While the outcomes are still unknown (the COVID pandemic is ongoing at the time of the writing of this report) it can be expected that parks and recreation professionals will need to consider:

- Expanding their relationship and coordination of efforts with public health departments.
- Adopting new recommendations for sanitizing and cleaning public spaces.
- Ensuring vulnerable and marginalized populations are supported.
- Exploring new partnerships with community organizations to build healthy and connected neighbourhoods.
- Addressing the natural conflict with physical distancing and community building/desire for social capital.

COVID-19 Impact on Recreation Participation in Grand Bay – Westfield

Throughout 2020 and much of 2021 residents of Grand Bay – Westfield have experienced disruptions and restrictions to accessing parks and recreation facilities, programs and services. The following chart highlights how the COVID-19 pandemic altered community participation in recreation activities.

	Percent
We organize games with family, neighbours, or cohort families more than prior to the pandemic	19%
We visit regional parks more now than prior to the pandemic	24%
We do more outside in community park spaces than prior to the pandemic	33%
We use trails and pathways more than prior to the pandemic	47%
We do more activities at home that we used to do in facilities (e.g., virtual fitness classes, backyard play, arts and crafts, etc.)	59%

1 <https://www.cpra.ca/covid19>

Appendix C: Factors Influencing Change in the Parks and Recreation Sectors

The following table summarizes the key factors that are drivers of change within the parks and recreation sector. The 'what change could look like?' column operationalizes the ideal future state of each of the drivers, providing examples and directives as to what the provision of recreation might look like in Grand Bay - Westfield in the future.

Driver of Change	Key Considerations	Ideal Future State	What Change Could Look Like?
Social			
Shifting Demographics	<ul style="list-style-type: none"> • Aging population • Youth • Changing family structures • Increased migration/immigration 	Residents of all ages and backgrounds can participate in the recreational activities and experiences of their choice, which leads to them being healthy, engaged community members.	<ul style="list-style-type: none"> • Multi-generational programming and spaces • Designing for socialization, not activity focuses • Create more low pressure, low competition sport opportunities • Introducing non-traditional activities into facilities and spaces • Adapting traditional activities to welcome new Canadians
Equity and Inclusion	<ul style="list-style-type: none"> • Systemic racism and discrimination • Physical ability • Economically disadvantaged • LGBTQ+ 	There is consistency in decision making and action with comprehensive efforts in moving equitable and inclusive programming and services forward in the community. Residents feel safe, welcomed and reflected within their local recreation facilities and programming.	<ul style="list-style-type: none"> • Universal spaces • Considering ethnicity and identity in allocations and fee policies • Identifying and prioritizing marginalized and under-represented segments of the community • Incorporating traditional knowledge in facility and program design. • Prohibit use of derogator racial and cultural symbols in facilities and spaces
Health Equity	<ul style="list-style-type: none"> • Physical activity to manage chronic disease and illness • Value Boost • Physical Literacy • Reset of structured activity for youth and professionalization of amateur sport 	Residents are physically and mentally healthy, with increased participation rates and decreased rates of chronic diseases and mental illnesses.	<ul style="list-style-type: none"> • Actively and provocatively market benefits of recreation through all available channels. • Mandate physical literacy principles in allocations and fee policies. • Support programs with health organizations

Driver of Change	Key Considerations	Ideal Future State	What Change Could Look Like?
Public Health	<ul style="list-style-type: none"> Alignment between recreation and public health Pandemic recovery Pandemic resilience, response and destigmatizing recreation participation Impacts of hygiene, cleaning and social distancing long term 	Grand Bay - Westfield facilities and programs are spaces and experiences enrich and support the health of all community members.	<ul style="list-style-type: none"> Design to accommodate physical distancing when required. Adapt non-traditional spaces for accommodating program use Maintaining relationship with public health to define and work towards common outcomes
Economic			
Economic Instability	<ul style="list-style-type: none"> Managing a reduction of resourcing and limiting revenue generation. Opportunity to capture and measure direct and indirect benefits of recreation 	Recreation is a valued public service; funding levels are not cut disproportionately to other essential services.	<ul style="list-style-type: none"> Shift from a cost (per participant) recovery focus to a measurement approach that considers economic, environmental and social benefits. Establish and define base level services
Shifting Labour Market	<ul style="list-style-type: none"> Local amenities for spontaneous recreation Non-prime time use of facilities Affordability 	Recreation opportunities and experiences are adaptable and responsive to shifting labour market demands.	<ul style="list-style-type: none"> Focus on neighbourhood level animation of spaces during traditional work hours Market non-prime time activities to people working from home with flexible schedules Affordable activities for young adults
Partnerships	<ul style="list-style-type: none"> Intermunicipal relationships Private and not for profit partners 	The Town of Grand Bay - Westfield strategically employs partnerships with regional partners to enhance service levels and operate in a fiscally responsible manner.	<ul style="list-style-type: none"> Share cost and responsible for recreation and parks across municipal borders Leverage partnerships that achieve like social returns at the same or lower cost of direct delivery
Infrastructure Demands	<ul style="list-style-type: none"> Provision of experience amenities Building livable communities 	Residents have access to high quality facilities and spaces which facilitate building connections to the community, with other residents and with nature.	<ul style="list-style-type: none"> Market recreation experiences as tourism assets Focus on intra-regional and intra-provincial recreation tourism

Driver of Change	Key Considerations	Ideal Future State	What Change Could Look Like?
Environmental			
Climate Change	<ul style="list-style-type: none"> • Shifting seasons • Conflicting policy goals between environmental protection and leisure activity • Support Amenities 	The Town operates with environmental integrity to protect and support the natural environment and resources.	<ul style="list-style-type: none"> • Accommodating shifting seasonal patterns in programming provision • Align recreation policies, programs and infrastructure design and management with broader municipal sustainability goals and strategies
Extreme Weather Events	<ul style="list-style-type: none"> • Disruption to programming and events • Use of facilities during recovery 	Planning and sustained investment has created a municipal recreation system that is adaptive and resilient.	<ul style="list-style-type: none"> • Facilities and spaces are designed to be resilient to extreme weather events • Enhanced departmental readiness leads to less distribution to weather events occurs
Landscape Change	<ul style="list-style-type: none"> • Protecting and maintain urban green space • Natural environment to support participation 	The Town is the custodian and steward of public spaces and lands used for public recreation; they are focused on protecting the resilience, diversity, and purity of the natural environment.	<ul style="list-style-type: none"> • Increase cross departmental collaboration on land management related issues • Challenge public users to be stewards of the land
Environmental Awareness	<ul style="list-style-type: none"> • Alignment with municipal environmental goals • Implement sustainable practices • Carbon neutral actions • Value-Action gap 	Communities are increasingly aware the impact their activities have on the environment, they are supportive and understand the value of sustainable design and operating actions.	<ul style="list-style-type: none"> • Evaluate recreation program structures and reduce activity related transit • Design facilities to meet all current sustainability guidelines

Driver of Change	Key Considerations	Ideal Future State	What Change Could Look Like?
Technology			
Virtual Delivery and Engagement	<ul style="list-style-type: none"> Emerging virtual activities Enhancing current offerings Engage public participants 	The Town along with community partners offers a range of innovative and engaging programming and services to meet the evolving needs of residents.	<ul style="list-style-type: none"> Create a stream of programming that supports off-site activity and socialization E-sports activity and events
Big Data	<ul style="list-style-type: none"> Data supported planning activities GIS 	The Town makes informed decisions based on reliable and transparently collected data.	<ul style="list-style-type: none"> Ensure robust data is collected on users and recreation facilities and spaces
Information Access	<ul style="list-style-type: none"> Shifting user expectations and behaviours. Information overload in children 	Residents have access to recreation resources to support their participation in desired activities.	<ul style="list-style-type: none"> Create online resources to support resident activity and learning Recreation and free play to counterbalance information overload experienced by children Develop online engagement tools and supports for residents

Appendix D: Grand Bay – Westfield Parks and Recreation Amenities

The following chart provides an overview of the current state of parks and recreation amenities in Grand Bay – Westfield.

Facility / Asset	Ownership	Age	Amenities	Programming	Notes
Grand Bay – Westfield Community Centrum	Town	1978	<ul style="list-style-type: none"> Grand Bay Multi-Purpose room Pamdenec Room A River Valley Seniors Lounge Town Offices 	<ul style="list-style-type: none"> Rentals, recreational use by groups, variety of community-group programming 	<ul style="list-style-type: none"> Siding is scheduled to be replaced between 2021 and 2024 Located at 609 River Valley Drive
River Valley Community Center (Arena)	Town and River Valley Community Center Foundation Inc.	1996	<ul style="list-style-type: none"> 200' x 85' ice arena Spectator seating for 600 2 meeting rooms Outdoor basketball court New youth multi purpose space developed in 2020 	<ul style="list-style-type: none"> Hockey, figure skating ball hockey, community events, festivals, rentals. 	<ul style="list-style-type: none"> Accessibility features for spectators but not users Located at 749 River Valley Drive
River Valley Lions Community Center	Town	1993	<ul style="list-style-type: none"> Meeting room Storage room 	<ul style="list-style-type: none"> Recreation uses, programming, lessons, meeting, pre-school program 	<ul style="list-style-type: none"> Located at 27 Inglewood Drive
River Valley Field	School owned, Town operated	1998	<ul style="list-style-type: none"> Softball field 	<ul style="list-style-type: none"> Youth and adult softball league play 	<ul style="list-style-type: none"> Located at 33 Epworth Park Road
Tennis / Pickleball Courts	Town	2010	<ul style="list-style-type: none"> 3 fenced asphalt tennis/pickleball courts Picnic shelter Tables 	<ul style="list-style-type: none"> Tennis, pickleball, road-hockey 	<ul style="list-style-type: none"> Located at 7 Inglewood Drive
Municipal Heritage Trail	Town	2010	<ul style="list-style-type: none"> 14.5 KM trail linking arena, service clubs, schools, parks, ball fields, beaches, boating, etc. Interpretive signage along the route Support amenities such as benches and tables at scenic locations 	<ul style="list-style-type: none"> Spontaneous users Walking, running, cycling Non-motorized users 	<ul style="list-style-type: none"> Runs from Nerepis to Colonel Nase Boulevard along River Valley Drive / Nerepis Road

Facility / Asset	Ownership	Age	Amenities	Programming	Notes
Brundage Point River Center	Town	2007	<ul style="list-style-type: none"> • Two-acre waterfront park with visitor information Center • Double load boat ramp, parking, floating docks, and overnight moorings • Rentable for formal gatherings or business meetings for up to 75 with a kitchen and catering options • Paved walkway and interpretive panels depicting local history arts, and culture 	<ul style="list-style-type: none"> • Tourist users • Rentals, special events, local user groups, unsupervised beach 	<ul style="list-style-type: none"> • Part of the Lower River Passage Ferry Landing • Located at 4 Ferry Road
Brundage Point River Center Play Area	Town	2010	<ul style="list-style-type: none"> • Small playground 	<ul style="list-style-type: none"> • Spontaneous users 	<ul style="list-style-type: none"> • Located at 4 Ferry Road
River Valley Middle School Softball Field	School owned, Town operated	1998	<ul style="list-style-type: none"> • Fenced and lit shale and grass ball diamond at River Valley Middle School 	<ul style="list-style-type: none"> • School users • Youth and adult league play 	<ul style="list-style-type: none"> • Located at 33 Epworth Park Road
Ridge Way Tot Lot	Town	2001	<ul style="list-style-type: none"> • Small, fenced-in play area for toddlers and young children 	<ul style="list-style-type: none"> • Spontaneous users 	
Lions Park and Playground	Town	1998	<ul style="list-style-type: none"> • Playground • Two ball fields: one minor ball, one senior ball 		<ul style="list-style-type: none"> • Located at 27 Inglewood Drive
MacLean Park	Town	1998	<ul style="list-style-type: none"> • Small green space with bench 		
Southwood Park	Town	1998	<ul style="list-style-type: none"> • Small green space with seating area • Playground 		<ul style="list-style-type: none"> • Located at 33 Bayview Road
Epworth Park	Town	1998	<ul style="list-style-type: none"> • Linear green space with walking trail 		
Village Green Park	Town	1998	<ul style="list-style-type: none"> • Paved walking trail alongside roadway with decorative light posts 		
Cenotaph	Town	1998	<ul style="list-style-type: none"> • Linear green space with benches and memorial cenotaph 		

Facility / Asset	Ownership	Age	Amenities	Programming	Notes
Pamdenec Place Park	Town	1998	<ul style="list-style-type: none"> Linear trail, covered picnic area with table 		
Brookside Park	Town	1998	<ul style="list-style-type: none"> Small green space 		
Westfield Crescent Park	Town	1998	<ul style="list-style-type: none"> Small green space 		
Unity Park	Town	1998	<ul style="list-style-type: none"> Newest municipal park 22x22 ft. gazebo, green space, decorative planting, shale trail Benches, picnic table, monument, Ononette Heritage Trail Kiosk 	<ul style="list-style-type: none"> Used for special event and bookings for wedding ceremonies, summer concerts 	<ul style="list-style-type: none"> Located at the intersection of Nerepis Road and Mullen Lane
Westfield River Landing	Town	1998	<ul style="list-style-type: none"> Boat launch, two covered picnic tables 		
James Ready Park	Town	2011	<ul style="list-style-type: none"> Municipal Heritage Trail site #2 Paved parking lot with 4 stalls, portable washroom facility, bike racks, lights, 2 wheelchair accessible tables and benches, swing set, outdoor exercise equipment, and decorative planting 		
Hamm Family Interpretive Panel	Town	2011	<ul style="list-style-type: none"> Municipal Heritage Trail #2, Hamm Park Sign 2 bike racks, bike repair station, outdoor exercise machine, bench, and decorative planting 		
Hamm's Point	Town	2011	<ul style="list-style-type: none"> Municipal Heritage Trail #2, Hamm's Point Sign 2 bike racks, bench, shrubs 		

Facility / Asset	Ownership	Age	Amenities	Programming	Notes
Colonel Nase Fitness Area & Interpretive Panel	Town	2011	<ul style="list-style-type: none"> • Municipal Heritage Trail #2, Colonel Henry Nase sign • Bench, 2 bike racks, outdoor exercise machine, lighting, and decorative planting 		
Tailwhip Park	Town	2015	<ul style="list-style-type: none"> • Unsupervised youth bike / skate park next to the River Valley Community Center Arena 		<ul style="list-style-type: none"> • Located at 741 River Valley Drive
Dog Park	Town	2015	<ul style="list-style-type: none"> • 1 acre fenced in dog park with an area for small dogs and large dogs 		<ul style="list-style-type: none"> • Located at 319 Highland Road
Splash Pad	Town	2017	<ul style="list-style-type: none"> • Outdoor splash pad open during the summer season with washroom, change room, shelter, picnic tables and benches. 		<ul style="list-style-type: none"> • Located at 37 Epworth Park Road
Blueberry Hill Nature Preserve	Nature Trust of New Brunswick	2010	<ul style="list-style-type: none"> • 50-acre property located in Saint John but bordering the Town • Trail network for hiking, bird watching, cross country skiing 		<ul style="list-style-type: none"> • Located at 76 Vair's Cove Road

School Assets

Facility / Asset	Ownership	Age	Amenities	Programming	Notes
River Valley Middle School	School District		<ul style="list-style-type: none"> • Double gymnasium • Theatre space • Change rooms with showers • Soccer field • Softball diamond with lights • 4 outdoor basketball hoops • Activity trails for running, walking, snow shoeing 	<ul style="list-style-type: none"> • Sports and recreation teams/groups utilize school amenities for programming and league play 	<ul style="list-style-type: none"> • Located proximate to River Valley Community Center, creating a clustering effect • Located at 33 Epworth Park Road
Westfield Elementary School	School District		<ul style="list-style-type: none"> • Playground and wheelchair accessible playground • Outdoor fenced basketball court • Library • Music room • Technology room • Gymnasium with stage 	<ul style="list-style-type: none"> • Tae Kwon Do programming • River Valley Day Care • Westfield District Recreation (teen programming) • Rentals • Fundy Gymnastics • Private recreation programs (e.g., Zumba) 	<ul style="list-style-type: none"> • Located at 147 Nerepis Road
Grand Bay Primary School	School District	1947	<ul style="list-style-type: none"> • Playground • Sm. multi-purpose room • Library 	<ul style="list-style-type: none"> • School programming only 	<ul style="list-style-type: none"> • Not wheelchair accessible • Located at 92 Woolstook Drive
Inglewood School	School District	1960	<ul style="list-style-type: none"> • Playground • Outdoor basketball court • Multi-purpose room • Library 	<ul style="list-style-type: none"> • School programming only 	<ul style="list-style-type: none"> • Not wheelchair accessible • Located at 10 School Street

Private Assets

Facility / Asset	Ownership	Age	Amenities	Programming	Notes
Westfield Golf and Country Club	Private	1919	<ul style="list-style-type: none"> • 18-hole, par 69 golf course • Pro shop, dining room, meeting room 	<ul style="list-style-type: none"> • Member and public golf play • Golf lessons • Weddings, events 	<ul style="list-style-type: none"> • - Located at 8 Golf Club Road
Sunrise Play Park	Private	2019	<ul style="list-style-type: none"> • Indoor play park located in the Anglican Church of the Resurrection 	<ul style="list-style-type: none"> • Bookable for parties, spontaneous users 	<ul style="list-style-type: none"> • - Located at 20 MacDonald Avenue

Appendix E: Program Development Framework

In Grand Bay – Westfield parks and recreation, including cultural and arts, programming and experiences are currently provided by local non-profit, private, and public sector organizations.

When new programming opportunity demands arise, as identified by research and community engagement, the Town should first work with local community groups to see if there is the ability and appetite to respond without necessitating Town staff involvement.

The Town should not compete with the non-profit (or private sector) in program provision. If there is no interest and/or capacity externally, the Town will need to determine whether to provide the program or experience on its own. Key considerations would include financial and social benefit return as well as alignment with outcomes and objectives contained herein.

The following decision-making framework is intended to help guide actions around the provision of new parks and recreation programming and experiences in the Town.

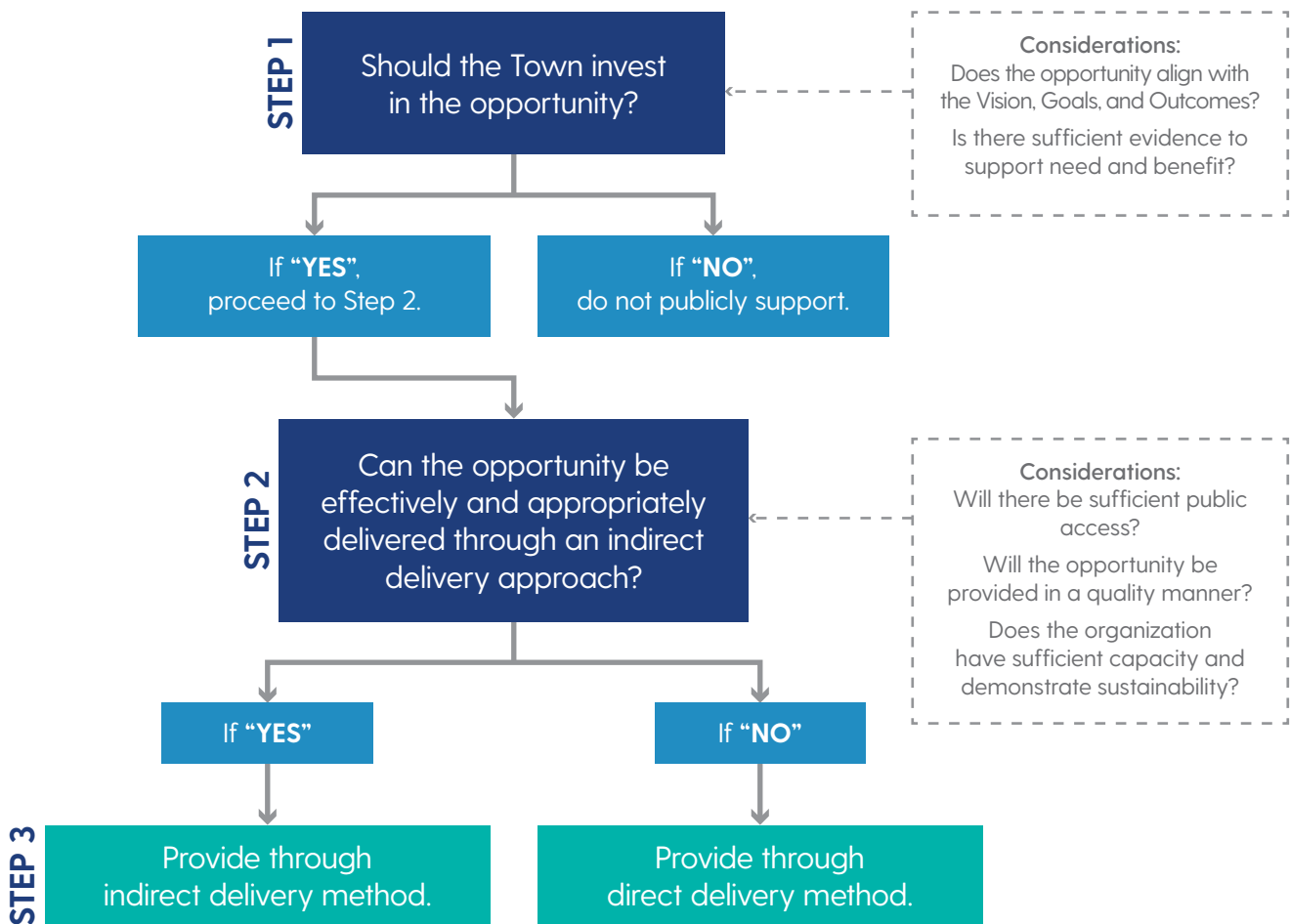


Figure 14 Program Development Framework

Appendix F: Amenity Prioritize Framework

This decision-making framework will allow for the transparent and objective assessment of potential new or enhancements to existing recreation amenities within the Town of Grand Bay – Westfield. The framework should be reviewed every four to six years, however the framework is designed in a manner that will allow for decision making to be adaptable and responsive to changes in trends in the sport community, shifts in demographics and to the strategic goals of the Town.

By inputting reliable community data into the framework, the Town can assess the best strategic direction of future investments in sport amenities.

Criteria	3 points	2 points	1 point	0 points	Weight
Is the project multifunctional and available to most community members along with community groups?	Highly accessible	Moderately accessible	Limited accessibility	No accessibility	3
What are the net cost impacts of the project?	Low overall cost impact to Town	Moderate overall cost impact to Town	High overall cost impact to Town	Not feasible	3
Does the project respond to identified community demand?	High community demand	Moderate community demand	Low community demand	Limited or no community demand	3
Does the project respond to experienced and/or expected population growth and demographics?	Serves current and future populations	Moderately serves current and future populations	Limited service to current and future populations	Does not serve current or future populations	2
Does the project align with Town Policies and Strategies?	High alignment with policies and/or strategies	Moderate alignment with policies and/or strategies	Limited alignment with policies and/or strategies	No alignment with policies and/or strategies	2
Does the project align with observed or known recreation, sport, and leisure facility use trends and leading practices?	Highly aligned with trends	Moderately aligned trends	Limited alignment with trends	Does not align with any known trends	2
Does the project enhance regional recreation amenity inventory?	Adds new amenity to region	Significantly improves inventory	Moderately improves inventory	Limited improvement inventory	1
Does the project have any supporting fiscal or operational partnerships?	High partnership potential	Moderate partnership potential	Limited partnership potential	The project has no partnership potential.	1

Appendix G: Feasibility Study Triggers

Feasibility analysis requires an investment of both time and money and in some cases, it might not be warranted. The following triggers help to provide guidance on when feasibility analysis should occur. If two or more of the following triggers are met, feasibility analysis is likely warranted.

1. Facility spaces currently being offered approach 80% to 90% utilization on a sustained basis.
2. The cost to repair a facility is 50% or more of the cost to replace it.
3. Trends and market assessment support that future demands for the facility type will remain stable or increase.
4. The facility in question and program services proposed provide equitable access for all residents as a public service.
5. The facility type and function align with Town strategic planning and the goal, outcomes, and areas of focus outlined in the Parks and Recreation Comprehensive Master Plan.
6. Facility type and function are not currently or adequately provided through other agencies or private sector services in the Town or adjacent regional municipalities.
7. Potential or confirmed operational/capital partners are committed and established as registered societies, institutions, or municipal governments and collectively represent sufficient membership or market segments to sustain use of the project.
8. An external partner (institution, municipality, volunteer and/or non-profit group) leading a facility development initiative has, or has access to, significant capital and/or operating resources.

As the intention of a feasibility analysis related to recreation is to help justify the use of public resources (or not), the following general guidelines for feasibility exploration should be achieved. As there are typically two stages to determining feasibility, first deciding to meet community needs and then decided how and where to do so, a two staged approach is outlined. General conditions for prudent feasibility analysis include the following:

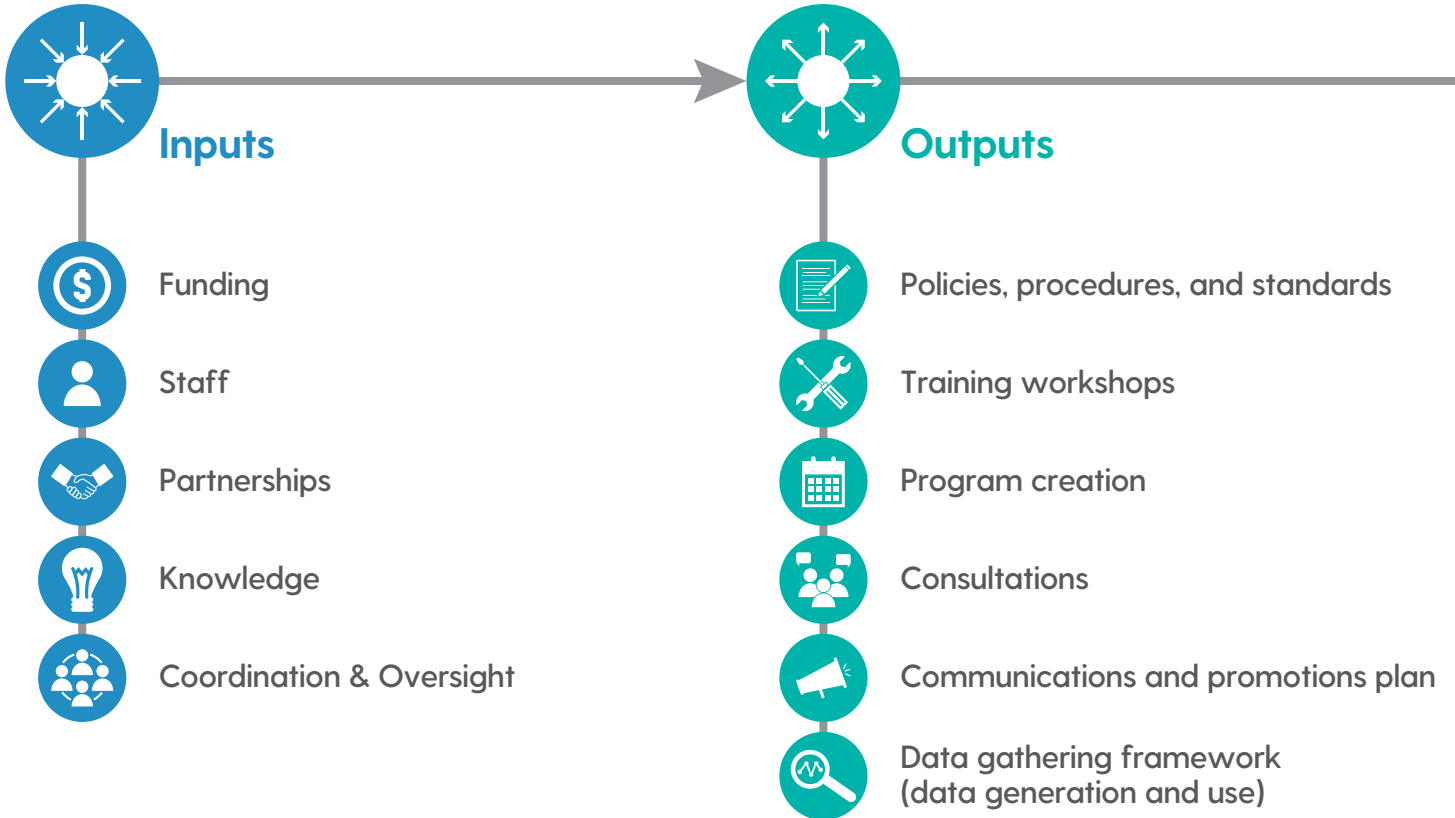
Stage 1 requirements:

- There must be public engagement in the feasibility planning process, preferably using statistically reliable surveys.
- A market assessment for amenities being contemplated must be completed.
- There must be a concept development plan including infrastructure planning,
- Costs and impacts of ongoing operations.
- The project must demonstrate conformance to municipal strategic planning.

Stage 2 requirements:

- Business planning outlining capital partners, operating partners, sources of capital and capital amortization financing must be completed.
- Opportunity cost analysis must be undertaken to demonstrate that the project represents the best way of achieving the intended goal.
- A thorough and transparent site/location analysis must be completed.
- There must be a bio physical/environmental impact statement.
- Should feasibility analysis be warranted, these guidelines will ensure that decision-makers have undertaken the due diligence they need to make informed decisions in the best interest of the community and public good.

Appendix H: Master Plan Logic Model



Assumptions

- ① Funding will be secure and stable.
- 🤝 Partnerships effectivity support service delivery.
- 👤 Staff have the necessary skills and abilities.
- 🤝 Staff and Partners will be motivated to learn and adopt new practices.
- 📄 Policy adoption can lead to individual behaviour change.



Outcomes



Short Term

- Opportunities available that support active and creative living for all ages and abilities.
- Reduction in physical, economic, and social barriers to access parks, facilities, and programs.
- Parks, facilities, and programs are welcoming to all.
- Enhanced communication efforts related to parks and recreation opportunities and benefits.
- Improved use of technology to support participation and aminate spaces.
- Relevant data collection occurs.
- Maximized use of existing facilities.
- Leveraged resources to expand and improve service delivery.
- Updated policies and procedures to strengthen the planning and delivery of parks and recreation services.
- Community groups are supported in building organizational and leadership capacity.
- Recreation Committee is established to share of resources, information, and coordinate advocacy between groups.
- Clear operational procedures guide community partnerships.
- Innovation is encouraged in recreation staff and all community partners through relevant training and supports.
- Operations and facilities management have adopted sustainable best practices.
- Programs and services that are responsive to community needs.



Medium Term

- Parks and Recreation programs, services, spaces, and facilities in Grand Bay - Westfield are welcoming and accessible for all.
- Residents and visitors alike are engaged and active in local parks and recreation opportunities.
- Parks and recreation facilities and services are efficiently delivered to maximize return on investment.
- Community partners are supported, and meaningful opportunities for collaboration exist.
- Parks and recreation facilities and services in Grand Bay – Westfield are innovative, adaptive, and resilient.



Long Term

- Residents and visitors benefit from parks and recreation opportunities and spaces in Grand Bay – Westfield.



External Factors



Aging Population



Public Health/Pandemic Impacts



Increasing Diversity



Importance of Inclusion



Physical Inactivity



User Expectations





