

# Chaleur Regional Service Commission: Regional Recreation Plan

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## Executive Summary

Sierra Planning and Management, in partnership with CBCL Ltd., was retained to develop a regional recreation plan of action for the Chaleur Regional Service Commission. The subject matter of this plan differs from a traditional single tier municipal recreation master plan because of the primary role for individual municipalities in the delivery of recreation services. This plan, and the research base from which it draws, is specific to the opportunities for creating a regional collaborative approach to planning for new recreation facilities and services. Accordingly, much of the plan addresses both the substance and the process of effective regional planning for recreation.

This plan defines collaboration as partnerships wherein in the respective parties each obtains a net benefit from collaboration. Collaboration can be further defined as the ongoing achievement of net benefits of a sufficient scale and scope to sustain long-term partnerships.

The merits of this approach are self-apparent in terms of their capacity to reduce overall capital costs, create more efficient operations, and enable investment in new forms of regional recreational infrastructure. Yet each party in a collaborative approach must reap a financial net benefit or other community social or economic advantages in order for these relationships to flourish.

A regional plan is of little value unless it is accepted as the primary recreation planning tool for each municipality and Local Service District (LSD), and that the Regional Service Commission (RSC) represents the central mechanism of advancing the collaborative opportunities for each partner. The aims of this Regional Recreation Plan are:

1. A short, medium and long-term recreation master plan with a planning horizon of 2026;
2. Establish regional recreation planning in a formal, structured way with commitment to the RSC and its role in supporting collaboration in the Region;
3. Baseline research to characterize regionality in recreation activities, and to mirror this in the approach to regional planning and cost sharing;
4. Identify, through evidence, key facility investment needs over time;
5. Recommendations at the regional scale. While specific facilities have specific recommendations, the plan does not address local recreation planning and therefore does not include a suite of recommendations specific for each municipality.
6. Establish regional governance including cost sharing mechanisms which will drive investment decisions to the benefit of all residents of the Region.

## Collaboration as a Key Outcome

The process of plan development has been consultative. The implementation of the plan must be collaborative. Successful implementation of the Plan means:

- a. Adoption by the RSC as well as the municipalities and LSDs represented at the RSC Board;
- b. Development of a dedicated RSC recreation services budget specifically to implement the plan on a collaborative basis;
- c. An agreed duration (timeline for the plan). The Plan has a long-term horizon of 10 years for asset planning. The key organizational, governance and partnerships to make this long-term plan possible – the process-oriented strategy - should be reviewed periodically. It is suggested that the plan is therefore operational for 3 years with an update during Year 3.

An approved recreation master plan acts as the primary guidance document for delivering facilities and services in the Region. The extent to which the plan is adopted by individual municipalities and LSDs will ultimately determine its success. However, the success of the plan does not rest on universal support from all parties. The recommended plans for recreational assets in the region, and the process planning necessary to support those plans are applicable to all communities. These are the asset management decisions that will be required regardless of how they are cost-shared.

The plan represents a flexible guidance document that is applicable to local planning across the region. It also offers an approach to collaboration and cost sharing that will ensure resources are used more efficiently.

## The Planning Process

Community engagement and consultation was an important element of developing the plan, achieved through a public online survey and a survey of user groups. This process provided a significant amount and quality of input that represent a solid foundation on which the regional plan has been based. The strong level of public input should be utilized by each municipality and LSD to further understand resident satisfaction with facilities and services in their respective communities. The opportunity exists to repeat the surveys during the update to this regional plan at the end of Year Three (3).

## Setting the Vision and Goals for Recreation

The vision for the future development of recreation in the Chaleur Region is: “Enhancing quality of life, health and wellness, and enjoyment of recreation by residents of the Chaleur Region.” This vision will be achieved through a collaborative approach to new and renewed recreation facilities and services based on principles of equity of access, collaboration among service providers, user groups and Local Service Districts, as



well as a deliberate and collaborative approach among these partners to planning for investment, cost sharing and finding efficiencies in service delivery. Key goals have been established in order to realize the principles defined above:

**Goal 1: Renewal of Infrastructure to Enhance Quality of Life for Residents, Functional Efficiency, and Financial Sustainability**

**Goal 2: Promote Health, Wellness and Active Living**

**Goal 3: Maximize Access to Recreational Opportunities, Programs and Services**

**Goal 4: Improve Value for Money**

**Goal 5: An Improved, Coordinated, and Integrated Recreation Service Delivery System**

**Goal 6: Develop the Sport Tourism Mandate**

**Goal 7: A Connected System of Parks and Trails that Maximizes Natural Assets and Defines the Chaleur Region as a Leader in Connections with Nature**

## Regional Recreation Plan Strategic Overview

Section 10 of the plan identifies key strategies related to ice, aquatics, and other facility types.

### Ice Strategy

Despite the possible operational justification for decommissioning one ice pad in the region, such decommissioning is not likely to be supported by a majority of recreational facility users. This plan does not recommend the closure of any ice arena nor the repurposing of ice surfaces during the plan period.

The proposed ice strategy is to retain and invest in the existing suite of arenas in the region justified on the following basis:

- a. The importance of the KC Irving Centre to the region as a significant sunk cost which potentially provides significant benefits to the region as a whole;
- b. The KC Irving Centre is the newest facility in the region.
- c. The importance of the Beresford Arena to existing ice utilization, and continued investment planned for that facility;
- d. Recognition of the importance of Petit Rocher Arena to the development of the recreation campus as a whole, and the commitment of significant time and effort to date in planning for expansion to service multiple users including a range of outdoor uses; and
- e. The importance of Belledune as a service hub in the north of the region.

A number of specific recommendations are made related to ice facilities in Chaleur Region, see Section 10.1.2 for details.

### Indoor Aquatics Strategy

The pillars of the plan for indoor aquatics are as follows:

1. Recognize and protect the aquatics centre as an important element of the quality of life for residents across the region.
2. Accordingly invest in life cycle replacement as necessary.
3. At 33 years of age, commence planning and cost-sharing solutions for a new aquatics facility predicated on a new facility within 10 years.
4. Adopt the principles of co-location and multi-use in defining the future concept for aquatics.
5. Cost-sharing: regional cost sharing of existing operational deficits should be implemented in the short-term.
6. Cost sharing for capital replacement of the existing facility should include all communities (municipalities and LSDs) within the RSC.
7. Cost sharing the operating deficit of a new aquatics centre is as important as cost-sharing the capital cost. Whereas the capital costs will likely be funded in part by grants from upper levels of government, operating costs are likely to receive little or no offsetting annual grants. Operating costs for a facility over its expected functional life can easily exceed the capital costs of construction.
8. Adopt a partnership approach to development and operations: in addition to considering co-location with other recreational assets, the opportunities should be explored for partnerships with the schools boards in respect to both capital cost sharing and operating cost sharing for a new facility.

A number of specific recommendations are made related to the indoor aquatics facility in Chaleur Region. See Section 10.2.2 for details.

### Other Strategies and Recommendations

Key recommendations are provided for other facility types (including curling rinks, public gymnasiums, indoor soccer / indoor field house uses, outdoor soccer fields, ball diamonds and multi-use fields, tennis courts, and trails) in Section 10.3.

In addition, strategies and recommendations related to governance structure, human resources requirements, and asset management as a decision making tool are detailed in Section 10.4 through Section 10.6.

## Recommended Cost Sharing Mechanism

The proposed approach to cost sharing starts with recognition of the benefits of collaboration. Cost sharing for future capital costs and operating costs requires a framework that is based on demonstrated regional function of facilities.

The most important principle in establishing cost sharing agreements is agreement to the principle of collaboration itself to create a net benefit for each community. These benefits are not necessarily financial but include qualitative benefits such as improved long-term access to recreation, leisure, and the improvement in health and wellbeing. The relative importance of these outcomes will be determined by each municipality and LSD partner.

### Principles for Cost Sharing in Chaleur Region

- Cost-sharing formulas should seek to defray some of the costs for regional facilities that are borne solely by the municipality that owns the assets. This may not result in a full distribution of all regional costs among the municipalities and LSDs in the short term. However, the goal of all communities should be to transition to greater regional cost sharing over time in recognition of the benefits of regional co-operation.
- Cost sharing formulas that are based in large part on the “capacity to pay” are an untenable solution for existing regional facility operating costs. The preferred mechanisms differ by type of asset.
- Cost sharing formulas for major new capital investment (\$1 million and higher) may well be suited to formulas that include weighted assessment (capacity to pay). It should also be noted that for major new investment, cost sharing formulas are always project-specific and are negotiated solutions which do not necessarily adhere to any pro-rate method of cost allocation.
- As a principle, the concept of sub-regional cost sharing is not defensible for operating cost-sharing for ice and aquatics. The plan seeks cost sharing on a region-wide basis and not on the basis of individual sub-regions. For key facilities, the evidence is clear that consumption of services is region-wide. To opt for sub-regional cost-sharing undermines the basis on which any cost-sharing is based – namely that all communities are deriving a benefit.
- Despite this, in practical terms, sub-regional cost-sharing may be an outcome of the plan and the RSC should be open to collaboration and cost-sharing in a number of ways if this is proposed and supported by collaborating municipalities.

This plan also recommends the development of a Recreation and Community Asset Investment Planning Tool. This model is developed over time and is the basis for agreements for all cost sharing facility-related costs. This model has two components, both of which require detailed input from each municipality working under the co-ordination of the RSC:

- Development of the Asset Inventory and Management Framework including projected capital costs for existing facilities; and
- Establishing by agreement the extent of regional versus local use of facilities.

The creation of this framework leading to cost sharing for capital and operations is a step by step linear process, with oversight by the Regional Recreation Standing Committee throughout the process.

## 1 Introduction and Outline of Plan

### 1.1 The Aims and Intent of a Regional Plan

Sierra Planning and Management, in partnership with CBCL Ltd., was retained by the Chaleur Regional Services Commission to undertake a regional planning assessment culminating in a regional recreation plan of action. The subject matter of the plan differs from a traditional single tier municipal recreation master plan because of the primary role for individual municipalities in the delivery of recreation services. This plan, and the research base from which it draws, is specific to the opportunities for creating a regional collaborative approach to planning for new recreation facilities and services.

Across the country, recreation is delivered locally and in many cases through historic partnerships within municipalities involving local user groups, community boards of management and municipalities themselves. There are many ways that recreation is delivered but the following characteristics are common to communities:

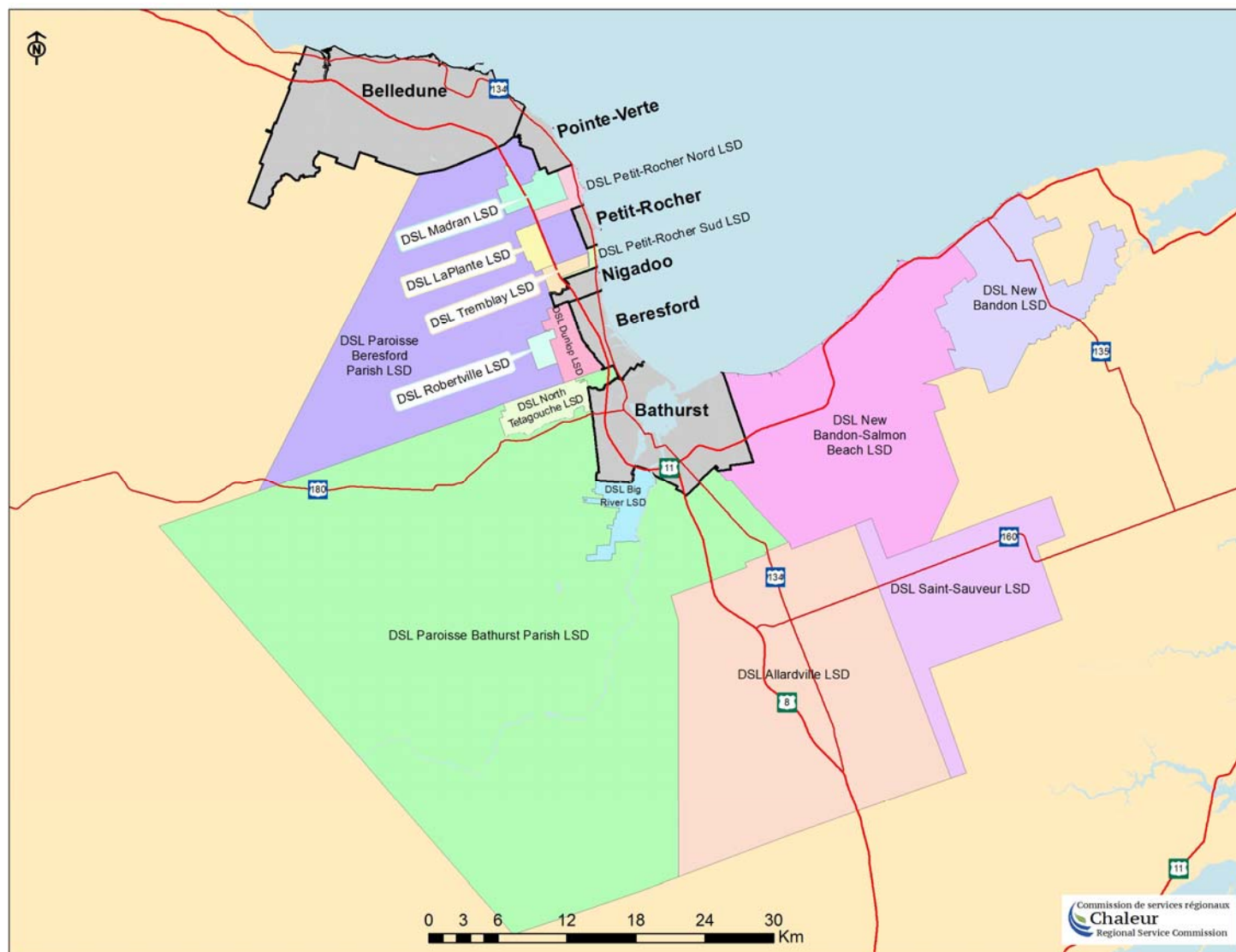
- Invariably a local service, defined and managed by lower or single tier municipalities;
- In geographically diverse municipalities, local service may mean separate services provided by each individual community, supported by the municipality. The municipality may create policies to distinguish between urban and rural standards of service. This is a reality facing the Chaleur Regional Service Commission, characterized as it is by a geographically large region with an urban core and a mix of semi-urban, rural and remote communities;
- Very often, community partners (sports groups, cultural organizations, etc.) are the delivery agents and may or may not operate across municipal boundaries;
- Municipalities may undertake more or less programming depending on their history of involvement in recreation delivery above and beyond the provision of built facilities; and
- In all communities that provide recreation facilities, recreation is subsidized at the local level and each community has arrived at its own level of tolerance for tax-based subsidy.

This plan, and the research base from which it draws, is specific to the opportunities for creating a regional collaborative approach to planning for new recreation facilities and services. Accordingly, much of the plan addresses both the substance and the process of effective regional planning for recreation.

The merits of this approach are self-apparent in terms of their capacity to reduce overall capital costs, create more efficient operations, and enable investment in new forms of regional recreational infrastructure. Yet each party to a collaborative approach must reap a financial net benefit or other community social or economic advantages in order for these relationships to flourish.

The geographic service area of the Chaleur Regional Services Commission is a broad geography which includes six municipalities and a collection of LSDs (15 in total), as identified on Figure 1. For planning purposes, the constituent LSDs have been grouped into four geographic areas highlighted below. This report references these sub-regions for the purpose of analysis, consultation and recommendations.

Municipalities	LSDs	Geographic Sub-Regions
City of Bathurst	Allardville	Allardville to Saint-Sauveur
Town of Beresford	Saint-Sauveur	Tetagouche to Big River
Village of Belledune	North Tetagouche	Salmon Beach to Pokeshaw
Village of Pointe-Verte	Big River	Madran to Dunlop
Village of Petit-Rocher	Paroisse Bathurst Parish	
Village of Nigadoo	New Bandon	
	New Bandon-Salmon Beach	
	Dunlop	
	Laplante	
	Madran	
	Paroisse Beresford Parish	
	Petit-Rocher-Nord	
	Petit-Rocher Sud	
	Robertville	
	Tremblay	

**Figure 1: Municipalities and Local Service Districts in the Chaleur Region**

## 1.2 Closing the Gap: The Role of the Regional Services Commission

The Chaleur Regional Service Commission (CRSC) is one of twelve regional service commissions, created at the regional level by the province to help communities better communicate and collaborate regionally, as well as plan on a regional basis. Based on the 2011 'Action Plan for a New Local Governance System in New Brunswick', regional service commissions are responsible for facilitating the planning and cost-sharing of major sport, recreational and cultural facilities within each of their respective regions.

The Regional Service Commissions will be responsible for facilitating the planning and cost-sharing of major sport, recreational and cultural facilities within each of their respective regions.

**Mandate:** Encompassing many important services for our region.

The Chaleur Regional Service Commission is obliged to supply the following mandatory services:

- ✓ Solid Waste;
- ✓ Local Planning; and
- ✓ Regional Planning.

It also has the power to facilitate and coordinate agreements between communities relating to the costs of shared services and infrastructures.

In addition, the Chaleur RSC has the authority to take on the following mandates:

- ✓ Regional Emergency Measures Planning;
- ✓ Regional Policing Collaboration; and
- ✓ Regional Sport, Recreational, and Cultural Planning.

The Commissions are intended to be the means through which municipalities, rural communities and local service districts (LSDs) come together to identify and reach consensus on the need, the scope and the financing required for such new facilities (this could include the expansion or renovation of existing facilities). Such agreements could be developed by the Commissions on a fully regional or on a sub-regional basis and



would cover both initial capital and ongoing operational costs. In order to secure provincial funding, the project proponents will be required to obtain support from those communities expected to benefit from the facilities.

In terms of urban economic theory, there is a disconnection between the operation of the market (which is regional as confirmed by research undertaken for this plan) and the political boundaries which determine who pays (the costs) and who benefits (the externalities arising). This is part of a well-known problem of municipal governance, fiscal efficiency and equity, and jurisdictions that minimize costs and maximize benefits.

The RSCs are part of that problem solving, as are other options including annexation, amalgamation and local government funding restructuring. None of these solutions can be expected to resolve all the issues which have necessitated a regional lens and in the context of recreation, local service matters.

This plan defines collaboration as partnerships wherein in the respective parties each obtains a net benefit from collaboration. Collaboration can be further defined as the ongoing achievement of net benefits of sufficient scale and scope to sustain long-term partnerships.

In theory, consolidation or organization of the services at a higher level can overcome the problem of insufficient scale to provide services and facilities, the problems of duplication and inequitable financing and subsidy of recreation services. However, in reality, operating at a larger scale reduces local control, can create very real problems of allocation and accessibility, and can increase the costs of co-ordination and management. Amalgamations of municipalities have witnessed some of these problems.

### 1.3 The Consultative Basis for Regional Recreation Planning

A regional plan is of little value unless it is accepted as the primary recreation planning tool for each municipality and LSD, and that the RSC represents the central mechanism of advancing the collaborative opportunities for each partner. The aims of this Regional Recreation Plan are:

7. A short, medium and long-term recreation master plan with a planning horizon of 2026;
8. Establish regional recreation planning in a formal, structured way with commitment to the RSC and its role in supporting collaboration in the Region;
9. Baseline research to characterize regionality in recreation activities, and to mirror this in the approach to regional planning and cost sharing;
10. Identify through evidence key facility investment needs over time;

11. Recommendations at the regional scale. While specific facilities have specific recommendations, the plan does not address local recreation planning and therefore does not include a suite of recommendations specific for each municipality.
12. Establish regional governance including cost sharing mechanisms which will drive investment decisions to the benefit of all residents of the Region.

The process of plan development has been consultative. The implementation of the plan must be collaborative. Successful implementation of the Plan means:

- d. Adoption by the RSC as well as the municipalities and LSDs represented at the RSC Board;
- e. Development of a dedicated RSC recreation services budget specifically to implement the plan on a collaborative basis;
- f. An agreed duration (timeline for the plan). The Plan has a long-term horizon of 10 years for asset planning. The key organizational, governance and partnerships to make this long-term plan possible – the process-oriented strategy - should be reviewed periodically. We suggest the plan is therefore operational for 3 years with an update during Year 3.

## 1.4 Ownership of the Plan

An approved recreation master plan acts as the primary guidance document for delivering facilities and services in the Region. The extent to which the plan is adopted by individual municipalities and LSDs will ultimately determine its success. However, the success of the plan does not rest on universal support from all parties. The recommended plans for recreational assets in the region, and the process planning necessary to support those plans are applicable to all communities. These are the asset management decisions that will be required regardless of how they are cost-shared.

The plan will therefore represent a flexible guidance document that is applicable to local planning across the region. It also offers an approach to collaboration and cost sharing that will ensure resources are used more efficiently.

The Regional Recreation Master Plan is subject to Board approval by the RSC. While it is the intent of the RSC that all jurisdictions support the plan, there is no mechanism by which to enforce the implementation of the plan on any partner municipality or LSD. The plan will rest on the merit of its content and while questions of cost sharing will, almost by definition, elicit strong opinions, the recommendations of the master plan for managing the region's assets and their usage over the plan period offer a value-added planning tool for every community in the Region.

## 1.5 Evolve the Plan

The RSC and the partner municipalities and LSDs should seek to evolve the plan based on the successful implementation of those recommendations related to better understanding both the use and condition of facilities. With better intelligence over time, the Plan can be updated to provide more effective guidance for all aspects of recreation planning. The proposed recreation leadership assistance position should report annually to the Board to allow for improved performance of the plan over time.

The plan also recommends that a standing committee be established to guide the implementation of the plan and oversee the work of the Recreation Leadership Assistant.

## 2 Policy Alignment

Each community that allocates public resources, whether funding or facilities, does so with the intent to meet the public interests that are served as a result. A collaborative approach, designed to achieve efficiencies in the planning and delivery of facilities and services, can extend these resources and increase their beneficial impact. The following policy framework outlines these benefits of investment in recreation.

### 2.1 National and Provincial Recreation Framework Policies

Both the Federal and Provincial (GNB) have created policy documents to guide investment in, and provision of, recreation facilities, programs and services:

- Federal Strategy: 'A Framework for Recreation in Canada: Pathways to Wellness' (2015)
- Provincial (GNB) Strategy: 'New Brunswick's Wellness Strategy 2014-2021: The Heart of our Future' (2014)

It should be noted that the Province of New Brunswick also has a Sport and Recreation Policy, introduced in 1994. The policy provides a series of principles that are the foundation of the province's sport and recreation system. The policy is currently in the renewal process, which is anticipated to continue through spring 2017. The new Policy Framework will align with the Federal 'Pathways to Wellness' Strategy, and convey a set of concepts, principles and roles to guide the use and evolution of New Brunswick's recreation and sport delivery system into the next decade. It is also intended to build the relationships necessary to ensure that citizens and communities benefit fully from the system's potential to enhance the quality of life and wellbeing.

#### 2.1.1 Wellness and Wellbeing

Both wellness documents are based on distinct but mutually supportive definitions of wellness. Both strategies highlight the importance of municipal investment in resources that will improve residents' ability to maximize their level of wellness and wellbeing.

The provincial strategy identifies seven dimensions of wellness:

- |                 |                  |
|-----------------|------------------|
| ▪ Physical;     | ▪ Environmental; |
| ▪ Social;       | ▪ Emotional; and |
| ▪ Spiritual;    | ▪ Mental.        |
| ▪ Occupational; |                  |

The national framework complements the provincial strategy by defining wellbeing as ‘the presence of the highest possible quality of life in its full breadth of expression, focused on but not necessarily exclusive to:

- Good living standards;
- Robust health;
- A sustainable environment;
- Vital communities;
- An educated populace;
- Balanced time use;
- High levels of demographic participation; and
- Access to and participation in recreation and culture.’

### 2.1.2 Identified Challenges

Both documents provide guidance and direction for the provision and evolution of recreation services in the context of a series of identified challenges. There is overlap between the two documents in terms of identified challenges:

- **Demographic shifts that impact how we recreate:** Across the country, Canadian communities are experiencing a combination of aging populations, growth in ethnic diversity, rapid urbanization, and depopulation in rural and remote areas. These shifts impact how residents choose to recreate and accordingly how recreation providers must respond to community needs.
- **Health challenges:** Societal shifts have led to a rise in sedentary living and more unhealthy eating practices, which have increased the incidence of chronic diseases like diabetes and heart disease. This is paired with a rise in mental health concerns such as depression and youth suicide.
- **Rising economic inequality:** The gap between the more wealthy residents and lower income community members has grown considerably over the past few years across Canadian communities. This raises unique challenges in terms of promoting equal access to recreation opportunities.
- **Social challenges** including:
  - Persistent unemployment;
  - Busy schedules;
  - Rapid development;
  - Use of social media instead of face-to-face interaction; and
  - The loss of traditional supports.

These have compounded feelings of isolation for many people, and negatively affected civic involvement, social connectedness, community engagement, and social cohesion.

- **Infrastructure deficits** in many communities that hamper access to recreation opportunities due to deficits in both quality and quantity.
- **Economic development that negatively impacts the natural environment:** This reduces the quality and quantity of high quality outdoor spaces that Canadian can use for recreation and wellness pursuits.

### 2.1.3 Principles and Values

The frameworks are grounded in a series of principles and values to guide the continued development and provision of recreation. There is complementary overlap between the key principles and values of both the national and provincial frameworks for wellness and wellbeing. Relevant to the Regional Recreation Plan, guiding principles for these frameworks comprise:

- **Focusing on Inclusiveness and Equity:** Creating equal opportunities for success and participation for all.
- **Recreation as a Public Good:** Recreation has through much of the twentieth century, been regarded as a public good – with an emphasis on accessibility for all, outreach to disadvantaged groups, and a belief in the universal benefits of recreation to the whole community. In the 1990s, this philosophy came under increasing pressure for cost recovery and revenue generation. Despite this shift, leaders in recreation have continued to stress the need for recreation as a public good, with equitable access to recreational experiences for all.
- **Lifelong Participation:** Recreation has benefits for all community members at all ages, from early childhood to old age. Accordingly, recreation providers and community leaders must plan for the provision of recreational experiences for community members at all ages.
- **Sustainability:** Recreation must be provided through a system that is sustainable in terms of human resources, economics, and the environment.
- **Partnerships and Collaboration:** All stakeholders must be open to the formation and nurturing of effective partnerships and collaborative opportunities to grow the provision of recreation services that meet the needs of community members adhering to the above guiding principles and values. In this regard, the development of partnerships and collaborative exercises must be outcome driven.

## 1 Introduction and Outline of Plan

### 1.1 The Aims and Intent of a Regional Plan

Sierra Planning and Management, in partnership with CBCL Ltd., was retained by the Chaleur Regional Services Commission to undertake a regional planning assessment culminating in a regional recreation plan of action. The subject matter of the plan differs from a traditional single tier municipal recreation master plan because of the primary role for individual municipalities in the delivery of recreation services. This plan, and the research base from which it draws, is specific to the opportunities for creating a regional collaborative approach to planning for new recreation facilities and services.

Across the country, recreation is delivered locally and in many cases through historic partnerships within municipalities involving local user groups, community boards of management and municipalities themselves. There are many ways that recreation is delivered but the following characteristics are common to communities:

- Invariably a local service, defined and managed by lower or single tier municipalities;
- In geographically diverse municipalities, local service may mean separate services provided by each individual community, supported by the municipality. The municipality may create policies to distinguish between urban and rural standards of service. This is a reality facing the Chaleur Regional Service Commission, characterized as it is by a geographically large region with an urban core and a mix of semi-urban, rural and remote communities;
- Very often, community partners (sports groups, cultural organizations, etc.) are the delivery agents and may or may not operate across municipal boundaries;
- Municipalities may undertake more or less programming depending on their history of involvement in recreation delivery above and beyond the provision of built facilities; and
- In all communities that provide recreation facilities, recreation is subsidized at the local level and each community has arrived at its own level of tolerance for tax-based subsidy.

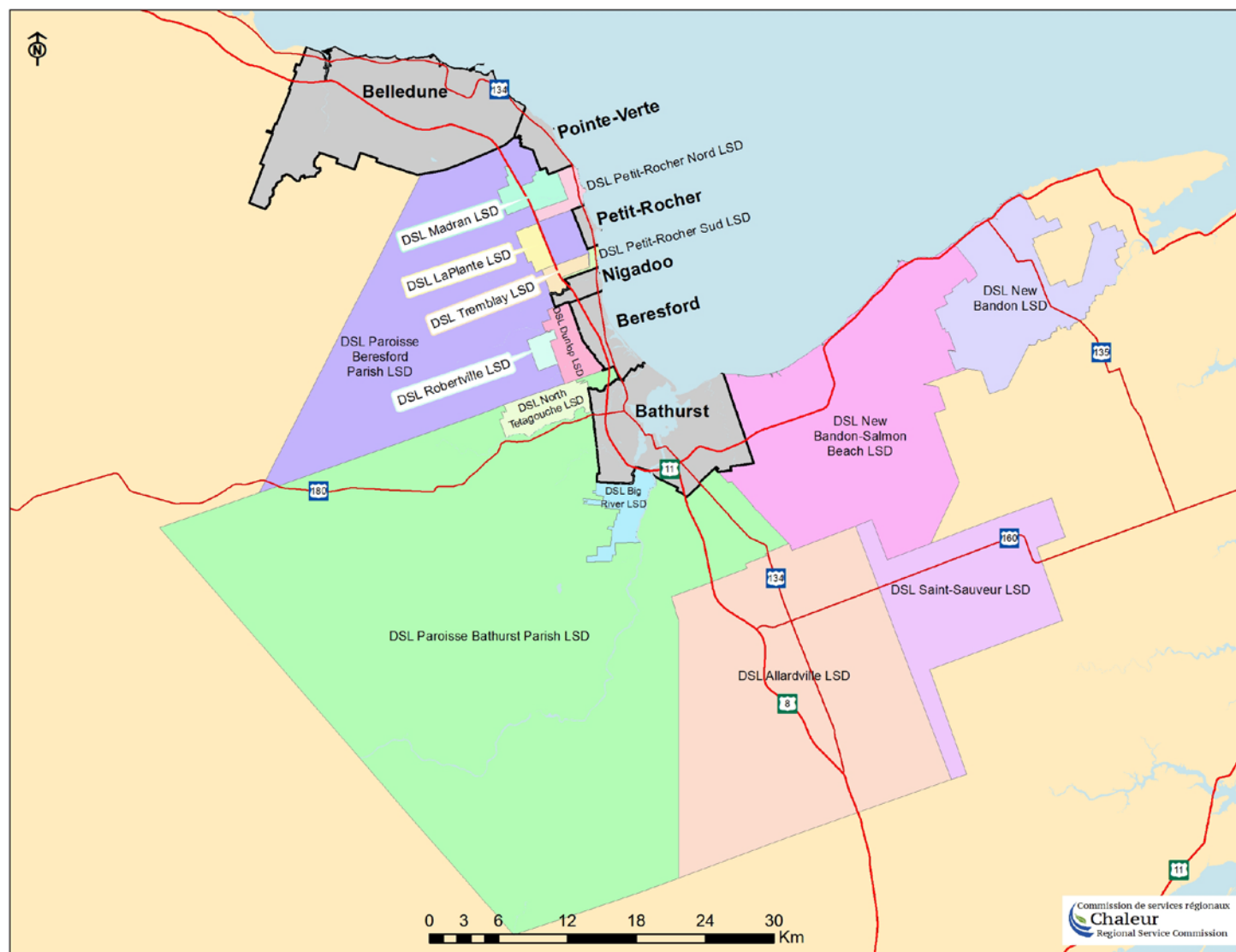
This plan, and the research base from which it draws, is specific to the opportunities for creating a regional collaborative approach to planning for new recreation facilities and services. Accordingly, much of the plan addresses both the substance and the process of effective regional planning for recreation.



The merits of this approach are self-apparent in terms of their capacity to reduce overall capital costs, create more efficient operations, and enable investment in new forms of regional recreational infrastructure. Yet each party to a collaborative approach must reap a financial net benefit or other community social or economic advantages in order for these relationships to flourish.

The geographic service area of the Chaleur Regional Services Commission is a broad geography which includes six municipalities and a collection of LSDs (15 in total), as identified on Figure 1. For planning purposes, the constituent LSDs have been grouped into four geographic areas highlighted below. This report references these sub-regions for the purpose of analysis, consultation and recommendations.

Municipalities	LSDs	Geographic Sub-Regions
City of Bathurst	Allardville	Allardville to Saint-Sauveur
Town of Beresford	Saint-Sauveur	Tetagouche to Big River
Village of Belledune	North Tetagouche	Salmon Beach to Pokeshaw
Village of Pointe-Verte	Big River	Madran to Dunlop
Village of Petit-Rocher	Paroisse Bathurst Parish	
Village of Nigadoo	New Bandon	
	New Bandon-Salmon Beach	
	Dunlop	
	Laplante	
	Madran	
	Paroisse Beresford Parish	
	Petit-Rocher-Nord	
	Petit-Rocher Sud	
	Robertville	
	Tremblay	

**Figure 1: Municipalities and Local Service Districts in the Chaleur Region**

## 1.2 Closing the Gap: The Role of the Regional Services Commission

The Chaleur Regional Service Commission (CRSC) is one of twelve regional service commissions, created at the regional level by the province to help communities better communicate and collaborate regionally, as well as plan on a regional basis. Based on the 2011 'Action Plan for a New Local Governance System in New Brunswick', regional service commissions are responsible for facilitating the planning and cost-sharing of major sport, recreational and cultural facilities within each of their respective regions.

The Regional Service Commissions will be responsible for facilitating the planning and cost-sharing of major sport, recreational and cultural facilities within each of their respective regions.

**Mandate:** Encompassing many important services for our region.

The Chaleur Regional Service Commission is obliged to supply the following mandatory services:

- ✓ Solid Waste;
- ✓ Local Planning; and
- ✓ Regional Planning.

It also has the power to facilitate and coordinate agreements between communities relating to the costs of shared services and infrastructures.

In addition, the Chaleur RSC has the authority to take on the following mandates:

- ✓ Regional Emergency Measures Planning;
- ✓ Regional Policing Collaboration; and
- ✓ Regional Sport, Recreational, and Cultural Planning.

The Commissions are intended to be the means through which municipalities, rural communities and local service districts (LSDs) come together to identify and reach consensus on the need, the scope and the financing required for such new facilities (this could include the expansion or renovation of existing facilities). Such agreements could be developed by the Commissions on a fully regional or on a sub-regional basis and

would cover both initial capital and ongoing operational costs. In order to secure provincial funding, the project proponents will be required to obtain support from those communities expected to benefit from the facilities.

In terms of urban economic theory, there is a disconnection between the operation of the market (which is regional as confirmed by research undertaken for this plan) and the political boundaries which determine who pays (the costs) and who benefits (the externalities arising). This is part of a well-known problem of municipal governance, fiscal efficiency and equity, and jurisdictions that minimize costs and maximize benefits.

The RSCs are part of that problem solving, as are other options including annexation, amalgamation and local government funding restructuring. None of these solutions can be expected to resolve all the issues which have necessitated a regional lens and in the context of recreation, local service matters.

This plan defines collaboration as partnerships wherein in the respective parties each obtains a net benefit from collaboration. Collaboration can be further defined as the ongoing achievement of net benefits of sufficient scale and scope to sustain long-term partnerships.

In theory, consolidation or organization of the services at a higher level can overcome the problem of insufficient scale to provide services and facilities, the problems of duplication and inequitable financing and subsidy of recreation services. However, in reality, operating at a larger scale reduces local control, can create very real problems of allocation and accessibility, and can increase the costs of co-ordination and management. Amalgamations of municipalities have witnessed some of these problems.

### 1.3 The Consultative Basis for Regional Recreation Planning

A regional plan is of little value unless it is accepted as the primary recreation planning tool for each municipality and LSD, and that the RSC represents the central mechanism of advancing the collaborative opportunities for each partner. The aims of this Regional Recreation Plan are:

1. A short, medium and long-term recreation master plan with a planning horizon of 2026;
2. Establish regional recreation planning in a formal, structured way with commitment to the RSC and its role in supporting collaboration in the Region;
3. Baseline research to characterize regionality in recreation activities, and to mirror this in the approach to regional planning and cost sharing;
4. Identify through evidence key facility investment needs over time;

5. Recommendations at the regional scale. While specific facilities have specific recommendations, the plan does not address local recreation planning and therefore does not include a suite of recommendations specific for each municipality.
6. Establish regional governance including cost sharing mechanisms which will drive investment decisions to the benefit of all residents of the Region.

The process of plan development has been consultative. The implementation of the plan must be collaborative. Successful implementation of the Plan means:

- a. Adoption by the RSC as well as the municipalities and LSDs represented at the RSC Board;
- b. Development of a dedicated RSC recreation services budget specifically to implement the plan on a collaborative basis;
- c. An agreed duration (timeline for the plan). The Plan has a long-term horizon of 10 years for asset planning. The key organizational, governance and partnerships to make this long-term plan possible – the process-oriented strategy - should be reviewed periodically. We suggest the plan is therefore operational for 3 years with an update during Year 3.

## 1.4 Ownership of the Plan

An approved recreation master plan acts as the primary guidance document for delivering facilities and services in the Region. The extent to which the plan is adopted by individual municipalities and LSDs will ultimately determine its success. However, the success of the plan does not rest on universal support from all parties. The recommended plans for recreational assets in the region, and the process planning necessary to support those plans are applicable to all communities. These are the asset management decisions that will be required regardless of how they are cost-shared.

The plan will therefore represent a flexible guidance document that is applicable to local planning across the region. It also offers an approach to collaboration and cost sharing that will ensure resources are used more efficiently.

The Regional Recreation Master Plan is subject to Board approval by the RSC. While it is the intent of the RSC that all jurisdictions support the plan, there is no mechanism by which to enforce the implementation of the plan on any partner municipality or LSD. The plan will rest on the merit of its content and while questions of cost sharing will, almost by definition, elicit strong opinions, the recommendations of the master plan for managing the region's assets and their usage over the plan period offer a value-added planning tool for every community in the Region.

## 1.5 Evolve the Plan

The RSC and the partner municipalities and LSDs should seek to evolve the plan based on the successful implementation of those recommendations related to better understanding both the use and condition of facilities. With better intelligence over time, the Plan can be updated to provide more effective guidance for all aspects of recreation planning. The proposed recreation leadership assistance position should report annually to the Board to allow for improved performance of the plan over time.

The plan also recommends that a standing committee be established to guide the implementation of the plan and oversee the work of the Recreation Leadership Assistant.

## 2 Policy Alignment

Each community that allocates public resources, whether funding or facilities, does so with the intent to meet the public interests that are served as a result. A collaborative approach, designed to achieve efficiencies in the planning and delivery of facilities and services, can extend these resources and increase their beneficial impact. The following policy framework outlines these benefits of investment in recreation.

### 2.1 National and Provincial Recreation Framework Policies

Both the Federal and Provincial (GNB) have created policy documents to guide investment in, and provision of, recreation facilities, programs and services:

- Federal Strategy: 'A Framework for Recreation in Canada: Pathways to Wellness' (2015)
- Provincial (GNB) Strategy: 'New Brunswick's Wellness Strategy 2014-2021: The Heart of our Future' (2014)

It should be noted that the Province of New Brunswick also has a Sport and Recreation Policy, introduced in 1994. The policy provides a series of principles that are the foundation of the province's sport and recreation system. The policy is currently in the renewal process, which is anticipated to continue through spring 2017. The new Policy Framework will align with the Federal 'Pathways to Wellness' Strategy, and convey a set of concepts, principles and roles to guide the use and evolution of New Brunswick's recreation and sport delivery system into the next decade. It is also intended to build the relationships necessary to ensure that citizens and communities benefit fully from the system's potential to enhance the quality of life and wellbeing.

#### 2.1.1 Wellness and Wellbeing

Both wellness documents are based on distinct but mutually supportive definitions of wellness. Both strategies highlight the importance of municipal investment in resources that will improve residents' ability to maximize their level of wellness and wellbeing.

The provincial strategy identifies seven dimensions of wellness:

- |                 |                  |
|-----------------|------------------|
| ▪ Physical;     | ▪ Environmental; |
| ▪ Social;       | ▪ Emotional; and |
| ▪ Spiritual;    | ▪ Mental.        |
| ▪ Occupational; |                  |



The national framework complements the provincial strategy by defining wellbeing as ‘the presence of the highest possible quality of life in its full breadth of expression, focused on but not necessarily exclusive to:

- Good living standards;
- Robust health;
- A sustainable environment;
- Vital communities;
- An educated populace;
- Balanced time use;
- High levels of demographic participation; and
- Access to and participation in recreation and culture.’

### 2.1.2 Identified Challenges

Both documents provide guidance and direction for the provision and evolution of recreation services in the context of a series of identified challenges. There is overlap between the two documents in terms of identified challenges:

- **Demographic shifts that impact how we recreate:** Across the country, Canadian communities are experiencing a combination of aging populations, growth in ethnic diversity, rapid urbanization, and depopulation in rural and remote areas. These shifts impact how residents choose to recreate and accordingly how recreation providers must respond to community needs.
- **Health challenges:** Societal shifts have led to a rise in sedentary living and more unhealthy eating practices, which have increased the incidence of chronic diseases like diabetes and heart disease. This is paired with a rise in mental health concerns such as depression and youth suicide.
- **Rising economic inequality:** The gap between the more wealthy residents and lower income community members has grown considerably over the past few years across Canadian communities. This raises unique challenges in terms of promoting equal access to recreation opportunities.
- **Social challenges** including:
  - Persistent unemployment;
  - Busy schedules;
  - Rapid development;
  - Use of social media instead of face-to-face interaction; and
  - The loss of traditional supports.

These have compounded feelings of isolation for many people, and negatively affected civic involvement, social connectedness, community engagement, and social cohesion.

- **Infrastructure deficits** in many communities that hamper access to recreation opportunities due to deficits in both quality and quantity.
- **Economic development that negatively impacts the natural environment:** This reduces the quality and quantity of high quality outdoor spaces that Canadian can use for recreation and wellness pursuits.

### 2.1.3 Principles and Values

The frameworks are grounded in a series of principles and values to guide the continued development and provision of recreation. There is complementary overlap between the key principles and values of both the national and provincial frameworks for wellness and wellbeing. Relevant to the Regional Recreation Plan, guiding principles for these frameworks comprise:

- **Focusing on Inclusiveness and Equity:** Creating equal opportunities for success and participation for all.
- **Recreation as a Public Good:** Recreation has through much of the twentieth century, been regarded as a public good – with an emphasis on accessibility for all, outreach to disadvantaged groups, and a belief in the universal benefits of recreation to the whole community. In the 1990s, this philosophy came under increasing pressure for cost recovery and revenue generation. Despite this shift, leaders in recreation have continued to stress the need for recreation as a public good, with equitable access to recreational experiences for all.
- **Lifelong Participation:** Recreation has benefits for all community members at all ages, from early childhood to old age. Accordingly, recreation providers and community leaders must plan for the provision of recreational experiences for community members at all ages.
- **Sustainability:** Recreation must be provided through a system that is sustainable in terms of human resources, economics, and the environment.
- **Partnerships and Collaboration:** All stakeholders must be open to the formation and nurturing of effective partnerships and collaborative opportunities to grow the provision of recreation services that meet the needs of community members adhering to the above guiding principles and values. In this regard, the development of partnerships and collaborative exercises must be outcome driven.

## 2.2 Investing in Infrastructure

Investment in recreation infrastructure is an important part of local economic and social development, particularly in Canada's small towns and cities. Documents consulted as a part of the development of this plan include:

- *Canadian Infrastructure Report Card (2016);*
- *Investing in New Brunswick Recreation Infrastructure (2010); and*
- *New Brunswick Sport Plan (2008).*

The Canadian Infrastructure Report Card provides an assessment of the health of municipal infrastructure as reported by communities across the country through a voluntary survey to help decision-makers “identify cracks in the important foundation”, and guide solutions to address them. Municipalities own nearly 60% of the core infrastructure assets that are critical to quality of life in Canada, and 30% of this infrastructure is in fair, poor or very poor condition. Key findings for sport and recreation facilities are:

- One of the asset classes most in need of attention;
- Average age of recreation facilities across Canada is 30 years;
- Average physical condition: 69.9 (fair);
- Total replacement value: \$51 billion; and
- Current annual reinvestment rate: 1.3% (target should be between 1.7% and 2.5%).

Policies make a strong argument that the social, economic and quality-of-life benefits of sport to the individual, community, and province, far outweigh the economic investment required to increase participation in sport across New Brunswick. They identify, however, that the age of existing facilities, and financial constraints of communities, mean that more strategic approaches to the provision of recreation infrastructure are required. It is in this context that regional planning has a strong policy foundation.

## 2.3 Provincial Policies for Collaboration

The Government of New Brunswick (GNB) established the RSCs with cost minimization and enhanced tax payer value for money firmly in mind. The Province has developed a policy base in support of regional collaboration but has thus far not identified specific financial incentives that will be offered in applications for capital grant funding. Thus far, its financial commitment to collaboration in recreation is focused on the funding available for recreation leadership assistance to the RSCs. This plan includes recommendations for additional incentives for regional collaboration by GNB.

### 2.3.1 Capital

*An Action Plan for a New Local Governance System in New Brunswick (2011), Objective 3: Increased Collaboration, Communication and Planning between Communities* remains a work in progress. Thus far, the New Brunswick Regional Development Corporation (RDC) Guiding Principles for Recreation Infrastructure Investments gives authority to the RDC regarding provincial investments in recreation infrastructure. Municipalities, RSCs and not-for-profit corporations are eligible recipients of funding (LSDs are not). The guidelines for investment include several important tests of regional collaboration:

1. Have the support of the municipality and/or LSD and/or RSC;
2. Have a strong community and/or private sector support as demonstrated by funding and/or fundraising efforts;
3. Provide success indicators and tangible/measurable economic benefits;
4. Be in a strategic location that supports a new or existing development initiative; and
5. Leverage funding and/or investment from federal, local and/or private sources.

The commitment of GNB to a regional approach includes a report published in 2010 which promotes the concept of explicit financial incentives to support collaboration between communities in pursuit of facility investment that is better planned, scaled and which represents a more efficient deployment of public resources (*Investing in New Brunswick Recreational Infrastructure, 2010*).

As of 2016, GNB still defines a regional recreation facility as “built facilities designed, constructed and operated by a coalition of two or more communities-of-interest that choose to collaborate to fulfill the respective recreational needs of their constituents, fulfill shared objectives and achieve economies of scale as a consequence of a larger demographic and geographic market”. Specifically, the Province does not consider this to include facilities which are built without such partnerships yet become regional in scope by virtue of being the only facility in the area.

Thus from the perspective of the Province and its role in capital funding, a regional facility requires regional planning first – either on a sub-regional or regional basis (two or more communities-of-interest). The Province has signaled that collaboration in recreation infrastructure planning and investment is an important criterion in determining the extent of Provincial capital funding for recreation projects. The problem, however, is that so far there are no specifics as to how a project that is cost shared between municipalities is actually evaluated for additional capital grant funding.

### 2.3.2 Operational Support – Regional Service Commission Recreation Leadership Assistance

Direct funding of collaborative efforts is comprised in the Recreation Leadership Assistance program, the main objectives of which is funding of a full-time leadership role to help guide implementation of regional and sub-regional recreation plans. RSCs are required to have completed either

regional or sub-regional recreation plans in order to receive this funding. The Province contributes 75% toward a full-time starting salary to a maximum of \$45,000 per annum (and a minimum of \$33,750 per annum) over an agreed term (multiple years). The term of the agreement is expected to correlate to the length of the action plan contained in the Regional or Sub-Regional Plan.

The Province has confirmed that this position is not general funding of recreational capacity building. The specific intent of this funding is to support outcome driven opportunities for regional collaboration and cost sharing. In summary, the role of the recreation leadership assistance position is to execute the regional plan based on an expectation of regional and sub-regional cooperation and cost sharing initiatives.

### 2.3.3 Regional Facilities Commission Model

The Regional Facilities Commission (RFC) is a legislated entity which, since 1998, has had a specific mandate to govern and allocate cost contributions among the five Saint John area municipalities to support the operations (and where agreed, capital expenses) of five facilities which clearly are regional in their function:

- Aitken Bicentennial Exhibition Centre;
- Canada Games Aquatic Centre;
- Harbour Station;
- Imperial Theatre; and
- Saint John Trade and Convention Centre.

As a model of regional cooperation, the governing model is simple and effective. The ownership of the facilities each remains in place as prior to the Act and the contribution of each municipality is based on their tax base as a proportion of the total combined tax base. The RFC represents a model which (a) meets the test of governing only facilities with a clear regional function, and (b) provides certainty in terms of operating contributions (tax base proportionality).

An RFC-type operating model could be applied to Chaleur if it were restricted in nature to only those existing (and future planned) facilities that are clearly regional, such as the ice arenas and the Bathurst Aquatics Centre. It is likely that cost sharing would be based on a combination of tax base and population (per the funding formula for the RSC) at present. Better yet would be a longitudinal assessment of usage by residents of each community at each facility as a third element in establishing the distribution of cost. Reliable data on usage year over year would be difficult (but not impossible) to track. Above all, this mechanism should not be legislated but arrived at as a locally agreed regional plan for ice and aquatics. The funding model does not, in our opinion, have to follow the existing RSC funding formula of 50/50 tax base/population. Recommendations in this regard are provided in Section 10.

## 2.4 Relevant Local Policies

While the Chaleur RSC is responsible for regional land-use planning, each municipality and in some cases LSDs, have their own local municipal or rural plans and strategic plans. This Plan has been developed to build on, complement, and work in collaboration with the existing planning exercises that have been conducted by the constituent communities of the Chaleur Region.

The local plans reviewed are listed below:

Municipality	Municipal / Rural Plan	Strategic Plan
City of Bathurst	✓	✓
Village of Belledune	✓	✓
Town of Beresford	✓	✓
Village of Nigadoo	✓	
Village of Petit-Rocher	✓	
Village of Pointe-Verte	✓	
Big River Planning Area	✓	
Sainte-Anne-North Tetagouche Planning Area	✓	

Additional Local Service Districts (LSDs) with Rural Plans include the Dunlop Planning Area (1995) and Robertville Planning Area (1995). The contents of these plans have not been included within this review as they focus solely on zoning regulations, rather than speaking to matter related to recreation and facility provision.

### 2.4.1 Key Planning Issues and Strategic Areas of Focus

Key Planning Issues	Details	Implications for the Plan
<b>Aging Population</b>	All communities within the region are experiencing aging populations.	<ul style="list-style-type: none"> <li>▪ This affects how the communities plan for the future - significant impacts on types and levels of services offered, and in particular, on health care.</li> <li>▪ It will be important to consider housing choices for seniors, accessible municipal facilities, appropriate program choices, etc.</li> </ul>
<b>Population Retention and Attraction</b>	Much of the region is experiencing declining populations, and is focused on keeping existing residents and attracting new residents.	<ul style="list-style-type: none"> <li>▪ Attracting new residents often means retaining existing and attracting new businesses to the area and ensuring that the area is attractive for young families to settle.</li> <li>▪ Quality of life factors important to existing and new residents include the provision of municipal institutions (schools, recreation, parks, etc.).</li> </ul>
<b>Quality of Life and Wellness</b>	Many of the municipal plans identified the importance of developing meaningful recreation and leisure service opportunities for all residents and promoting healthy, active life styles throughout the community.	<ul style="list-style-type: none"> <li>▪ Focus on programs operating from major facilities (as Bathurst's Municipal Plan indicates) which offer more and better programs to a greater cross section of the population.</li> <li>▪ Focus on community development related to parks, playgrounds and leisure, as well as cultural and heritage development, contributing to a higher quality of life for residents.</li> </ul>
<b>Economic Development</b>	Many businesses and industries require certain municipal services and infrastructure (not limited to roads and sewers, but also recreation facilities and schools for their employees and their families) in their location decisions.	<ul style="list-style-type: none"> <li>▪ In order to attract new business, supporting infrastructure needs to be in place.</li> </ul>
<b>Centralization of Population</b>	The centralization of the region's population in the existing urban centres is a common focus within the strategic plans.	<ul style="list-style-type: none"> <li>▪ Creates potential for higher level of service in recreation facilities and programs.</li> </ul>



## 2.4.2 Recreation Asset Planning Policies

Each of the Municipal and Rural Plans identified a number of policies related specifically to recreation. Most plans agreed that communities should provide a range of recreation facilities to conveniently serve all residents, and that these facilities be located in a way that meets the needs of the local community and complements adjacent land uses. There were a number of specific proposals identified within the plans, as detailed below.

Municipality	Recreation Specific Policies
City of Bathurst	<ul style="list-style-type: none"> <li>▪ Maintain, improve and upgrade existing recreation facilities, in accordance with the Park Review Plan;</li> <li>▪ Undertake a rationalization study of all City-owned lands in order to assess the disposition and use of these lands in light of changing trends;</li> <li>▪ Hierarchy of facilities includes Regional Facilities intended to serve residents of the City, Chaleur Region, and of some cases visitors; this includes regional centres, aquatic centres, arenas, curling clubs, etc.</li> <li>▪ Consider options for providing recreation facilities / programs to outside residents (user fees or regional tax sharing).</li> <li>▪ Facility-specific recommendations include: Centennial Park softball field be relocated; enlarge and light softball field at Place-des-jeunes; and, major improvements and repairs are required at Basin Park.</li> </ul>
Village of Belledune	<ul style="list-style-type: none"> <li>▪ Undertake a recreational master plan for the community.</li> </ul>
Town of Beresford	<ul style="list-style-type: none"> <li>▪ Renovation of the Sport Centre to make it a hub for cultural and intellectual activities aim at a better wellness and healthy living for the population of all ages.</li> <li>▪ The town's forested area is identified as suitable for the development of certain recreational activities such as a golf club, outdoor centre, campground, or equestrian centre.</li> </ul>
Village of Nigadoo	<ul style="list-style-type: none"> <li>▪ Encourage the development of parks and linear trails, and prioritizes reserve land for this purpose.</li> <li>▪ The village identifies the Sportsplexe Richelieu Nigadoo and Park du Vieux-Moulin as regional-scale recreation facilities that serve the region as a whole and facilitate tourism.</li> <li>▪ The village's resource area is identified as suitable for the development of certain recreational activities such as a golf club, outdoor centre, campground, or equestrian centre.</li> </ul>
Village of Petit-Rocher	<ul style="list-style-type: none"> <li>▪ Council prioritizes the improvement and maintenance of the municipality's parks and green spaces.</li> <li>▪ Council also prioritizes a cycling trail system.</li> </ul>
Village of Pointe-Verte	<ul style="list-style-type: none"> <li>▪ Continue to upgrade Parc Atlas to provide residents with recreational tourism facilities.</li> <li>▪ Prioritize the development of parks and linear trails within the development process.</li> <li>▪ The village's resource area is identified as suitable for the development of certain recreational activities such as a golf club, outdoor centre, campground, or equestrian centre.</li> </ul>

### 3 The Geography of the Chaleur Region and Settlement Trends

#### 3.1 Mapping the Region and its Settlements

The Chaleur Region is comprised of the urban core of the City of Bathurst, the five municipalities of Belledune, Pointe-Verte, Petit-Rocher, Nigadoo and Beresford, and the 15 local service districts (LSDs), combined into relevant sub-regions for purposes of analysis, identified in the table below. Within these jurisdictions, the distribution of settlements creates a natural pattern of connection between the rural hamlets and urban centres.

Geographic Sub-Region	LSDs
<b>Allardville – Saint-Sauveur</b>	<ul style="list-style-type: none"> <li>• Allardville</li> <li>• Saint-Sauveur</li> </ul>
<b>Tetagouche – Big River</b>	<ul style="list-style-type: none"> <li>• North Tetagouche</li> <li>• Big River</li> </ul>
<b>Salmon Beach - Pokeshaw</b>	<ul style="list-style-type: none"> <li>• New Bandon-Salmon Beach</li> <li>• Notre-Dame-des-Érables</li> </ul>
<b>Madran - Dunlop</b>	<ul style="list-style-type: none"> <li>• Madran</li> <li>• Petit-Rocher-Nord</li> <li>• Devereaux</li> <li>• Laplante</li> <li>• Alcidia</li> <li>• Tremblay</li> <li>• Dunlop</li> <li>• Robertville</li> <li>• Saint-Laurent</li> <li>• Nicholas-Denys</li> </ul>



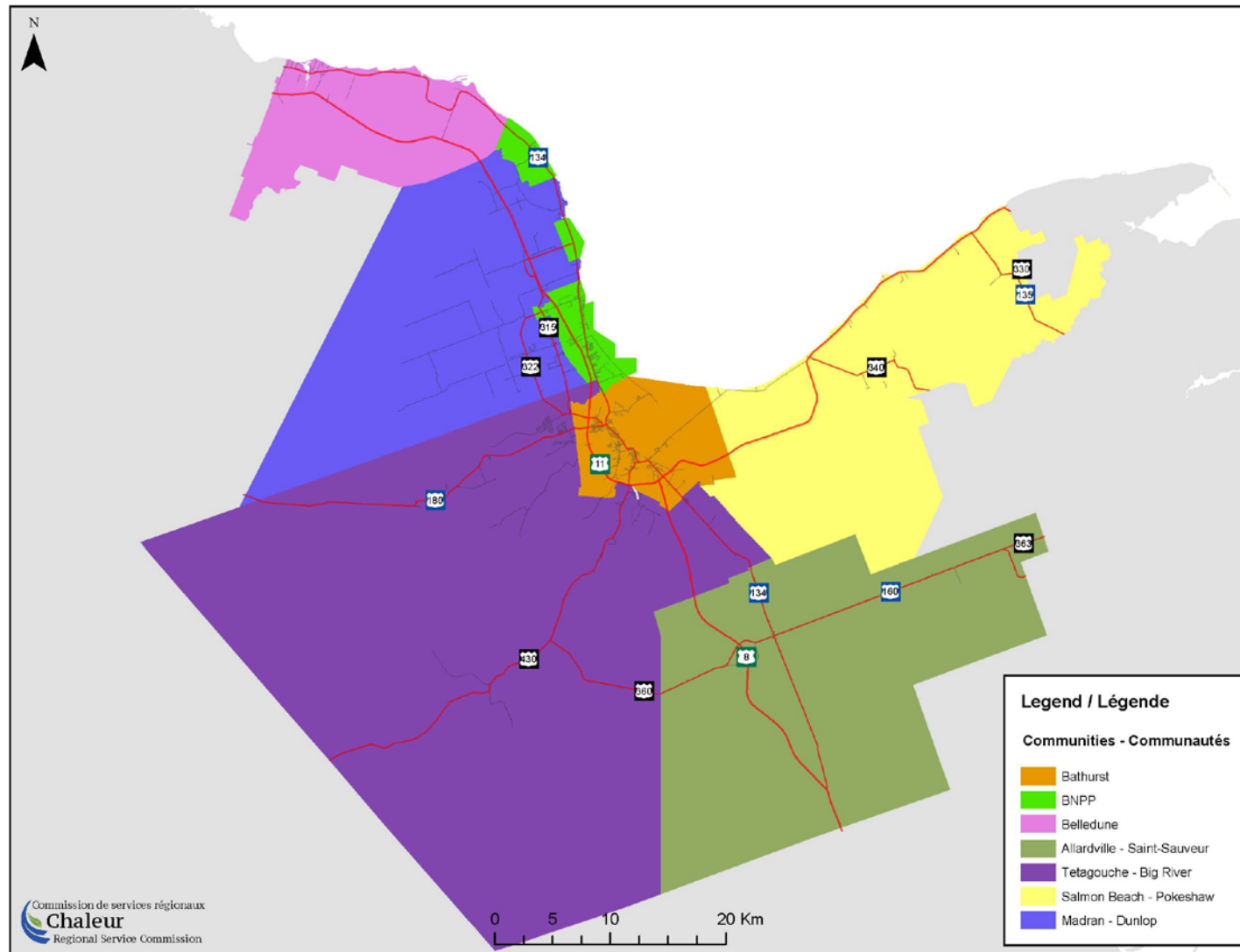
*Petit-Rocher Harbour*



*Jacquet River Campground, Belledune*

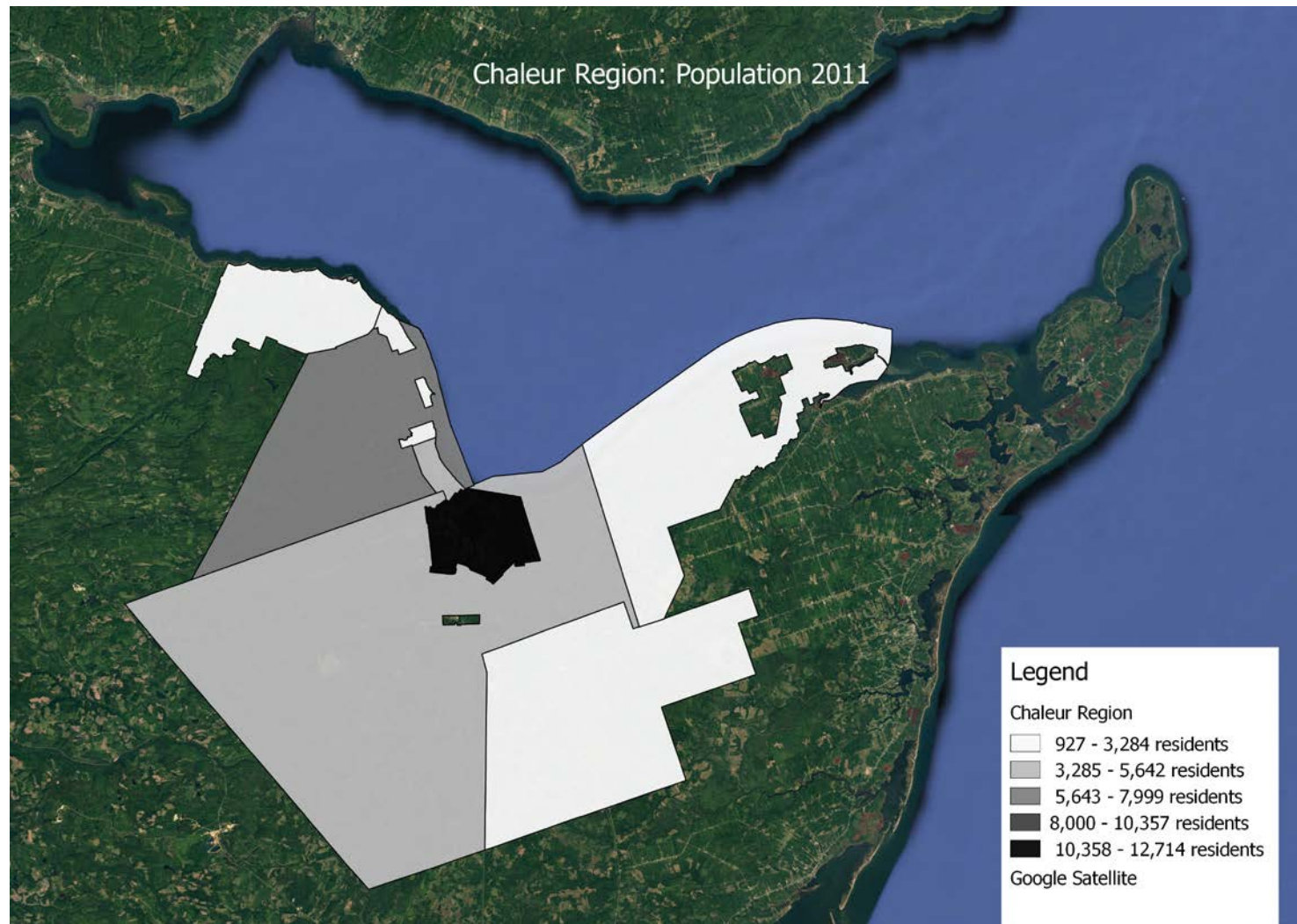


Figure 3: Les communautés de la région Chaleur | Communities of the Chaleur Region



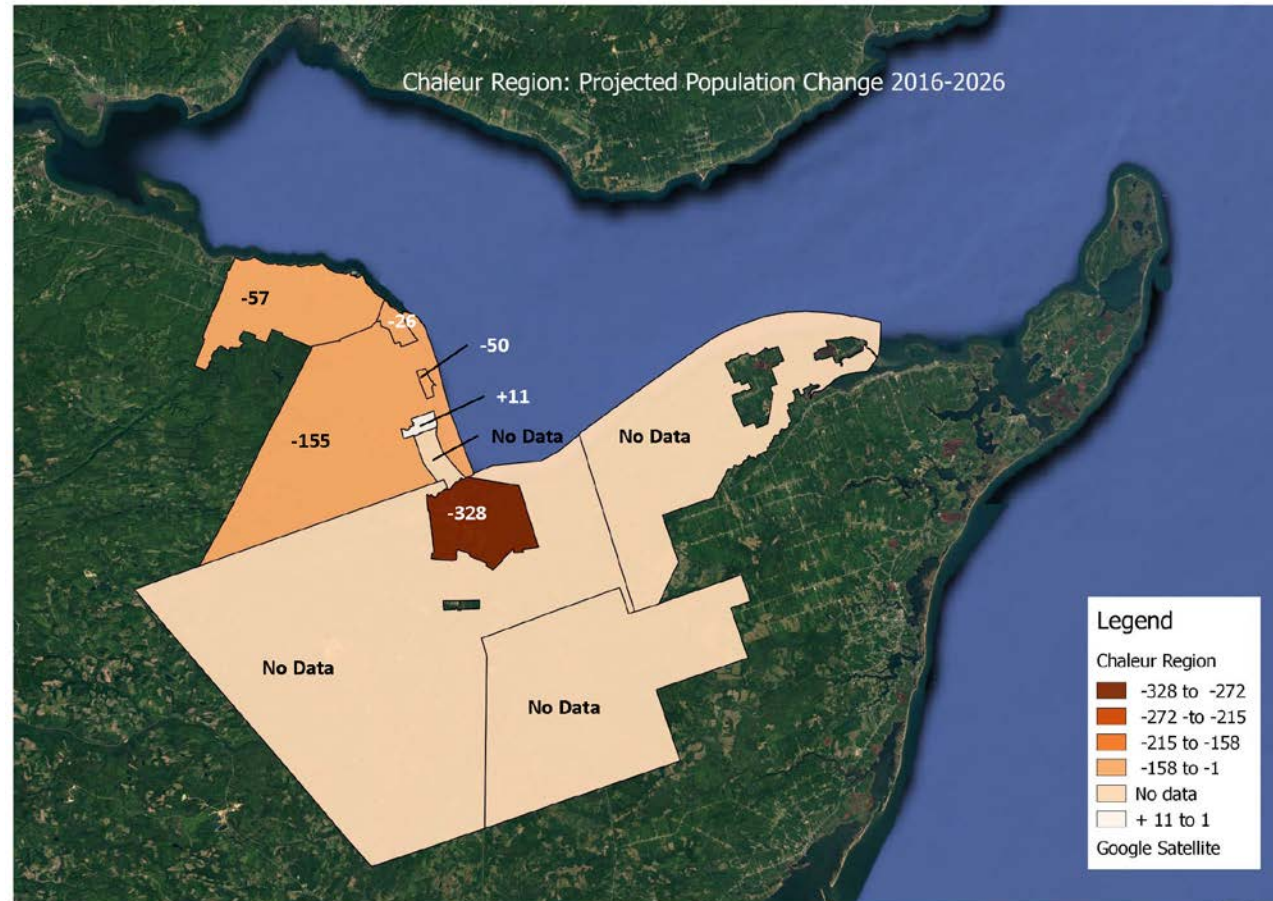


### 3.2 Past, Present and Future Population Change by Community



Between 2006 and 2011, the population of the Chaleur Region declined by approximately 3% (1,115 residents). All areas experienced decline proportional to their relative populations, with the exception of the Town of Beresford which gained a little under 100 residents over the five-year period. The population decline is indicative of the region's recent economic decline.

Population projections from the Chaleur Regional Service Commission indicate that for the most part, the region is expected to experience a continued decline in population. Given its larger population than the other communities, Bathurst is expected to see the largest population decline. In relative terms, however, these projected changes are relatively minor and unlikely to have a significant impact on the required level of service delivery across the region.



### 3.3 Where New Development is Occurring

Planning in the Chaleur Region is organized into two geographies: The City of Bathurst is responsible for its own land-use planning, while all other communities within the region rely on the Chaleur RSC for this function. Discussion with planning staff at the City of Bathurst indicated that modest development has occurred over the past ten years. This includes the approval of two new subdivisions, one creating six lots in 2006 and the other having approximately 20 lots created since 2006.

Data from the Chaleur Regional Service Commission indicates that new development over the past ten years has been relatively well distributed across the region. Development has been strongest in Beresford and the surrounding parish communities, with modest growth in Petit-Rocher, Allardville, New Bandon, Belledune, and Nigadoo, while the area of Pointe-Verte has seen minimal development.

	2006-2010	2011-2015
Beresford (Mun)	94	71
Beresford (Parish)	80	54
Petit-Rocher (Mun)	37	29
Allardville (Parish)	36	26
New Bandon (Parish)	32	22
Belledune (Mun)	27	17
Nigadoo (Mun)	17	13
Pointe-Verte (Mun)	7	6
Bathurst (Parish)	26 (total over 10 year period)	

**Figure 4: Approved Lots and Parcel Expansion, 2006 to 2015 by Community**

Source: Chaleur Regional Service Commission

### 3.4 Key Demographic Characteristics

This demographic review uses data from the National Census, and National Household Survey from the 2011 Census of Canada. This is the most recent data available. The National Household Survey replaces the former long form census, and uses a relatively small sample size. Accordingly, data is not available for some communities to protect respondents' privacy, particularly those with small population bases. We have provided, where possible, an overview of the demographic characteristics of each community within the Chaleur Region.

### 3.4.1 Population by Age Group

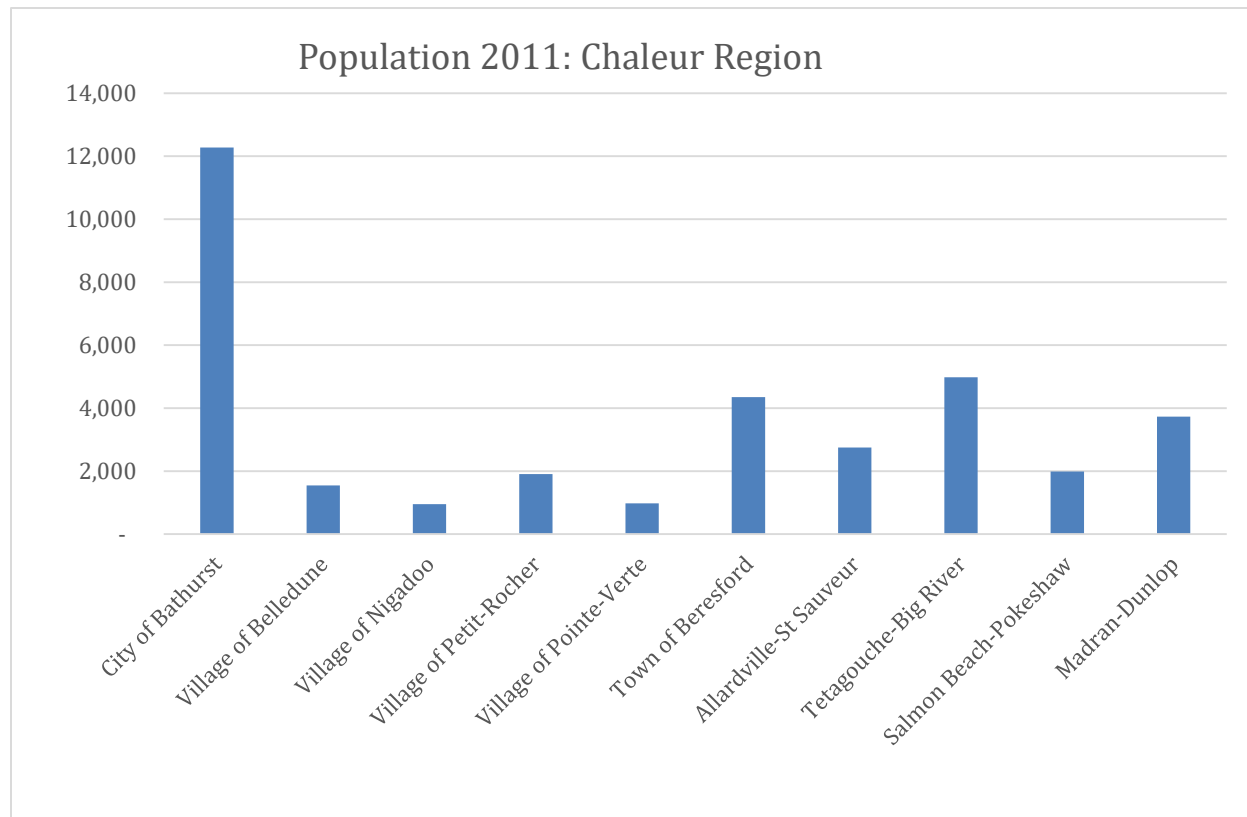
The following exhibit identifies the population by community for the Chaleur Region. The City of Bathurst is the region's population core, housing a little over a third of Chaleur's residents. An additional third resides in the rural communities directly south of the City of Bathurst, and Town of Beresford.

Municipality / LSD Sub-region	2011
City of Bathurst	12,275
Village of Belledune	1,548
Village of Nigadoo	952
Village of Petit-Rocher	1,908
Village of Pointe-Verte	976
Town of Beresford	4,351
Allardville-St Sauveur	2,752
Tetagouche-Big River	4,979
Salmon Beach-Pokeshaw	1,990
Madran-Dunlop	3,732
Total	35,463

**Figure 5: Population by Municipality / LSD Sub-region**

Source: Statistics Canada Census of Canada, 2011



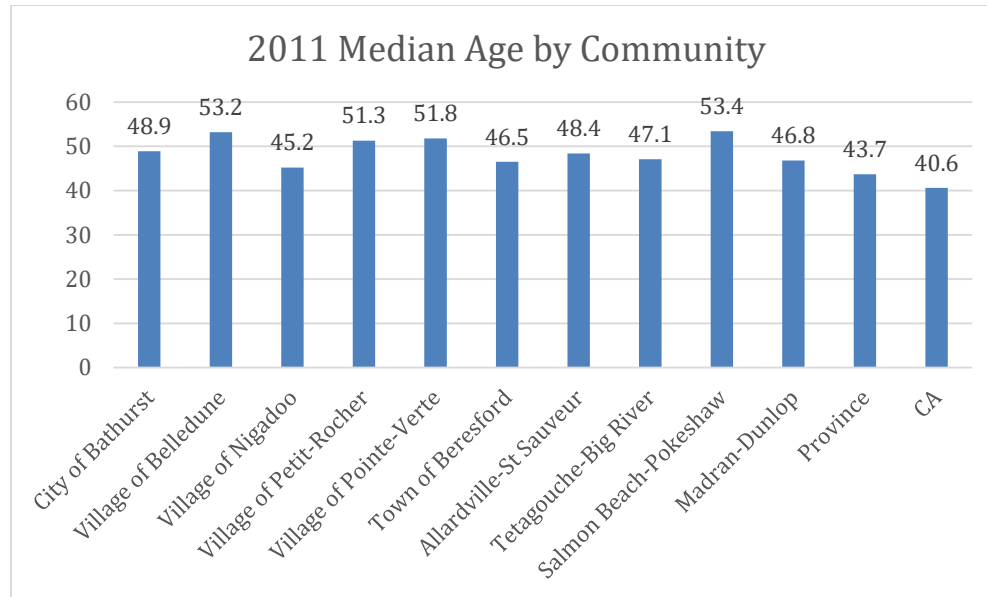


*Tetagouche-Big River is the second largest and is an LSD sub-region*

**Figure 6: 2011 Population by Community - Chaleur Region**

Source: Statistics Canada Census of Canada, 2011

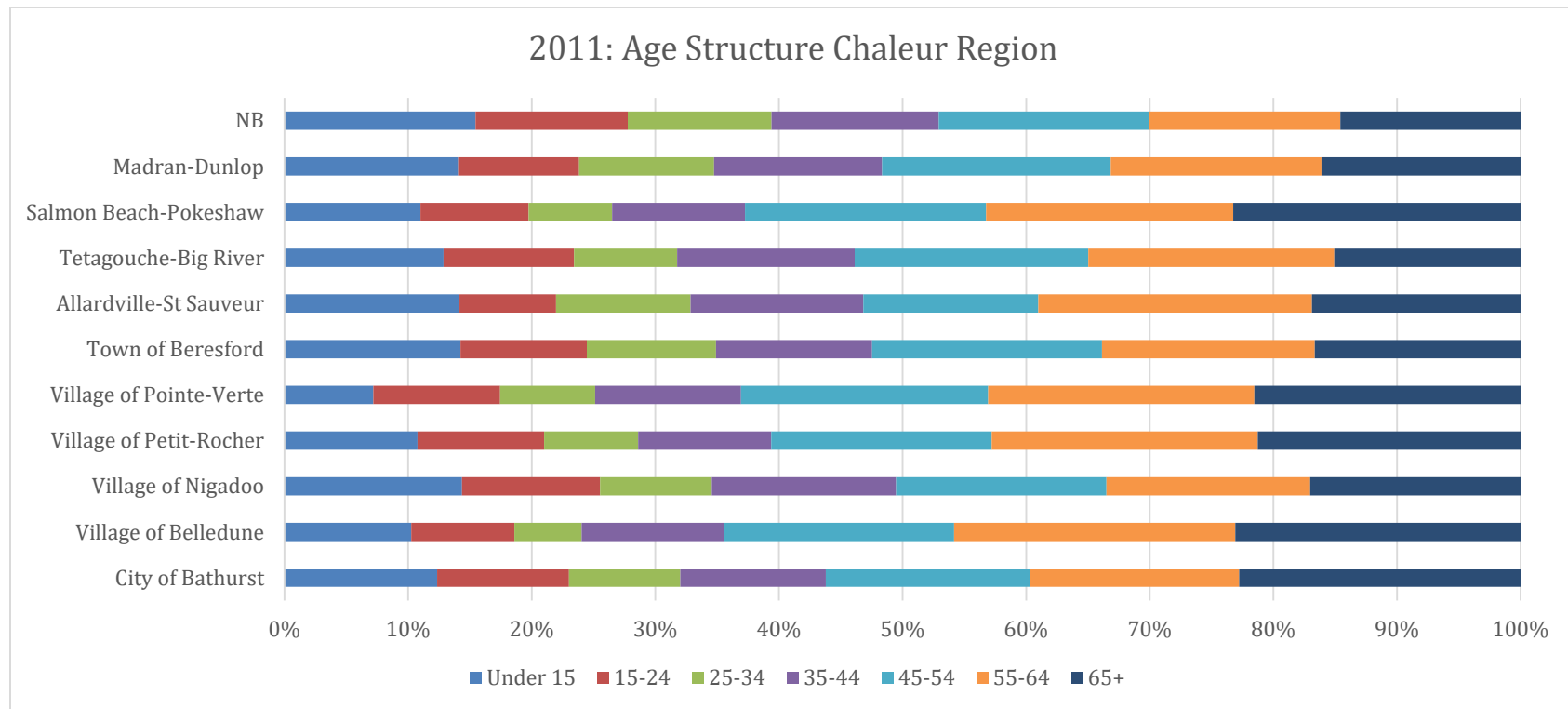
The following exhibit illustrates median age by community for the Chaleur Region. Across the board, the region's communities have a significantly higher median age than the provincial and national medians. The LSD sub-region of Salmon Beach-Pokeshaw has the highest median age of 53 years, which is ten years higher than the provincial median, and thirteen years higher than the national median. The communities in the region with the lowest median age are Nigadoo, Beresford, and the LSD sub-region of Tetagouche-Big River. This relatively high median age speaks to the more mature character of Chaleur Region's communities. This has a direct impact on the types of recreation facilities and programs that residents will demand.



**Figure 7: 2011 Median Age by Community**

Source: Statistics Canada Census of Canada 2011

The age structure of the communities of the Chaleur Region is illustrated in the following exhibit. There is little variation between communities in terms of age structure, with the Village of Belledune, and the LSD sub-region of Salmon-Beach Pokeshaw housing the highest proportion of residents aged 55 and older. Generally, the region's communities exhibit a slightly higher proportion of residents aged 55 and older than the provincial average.

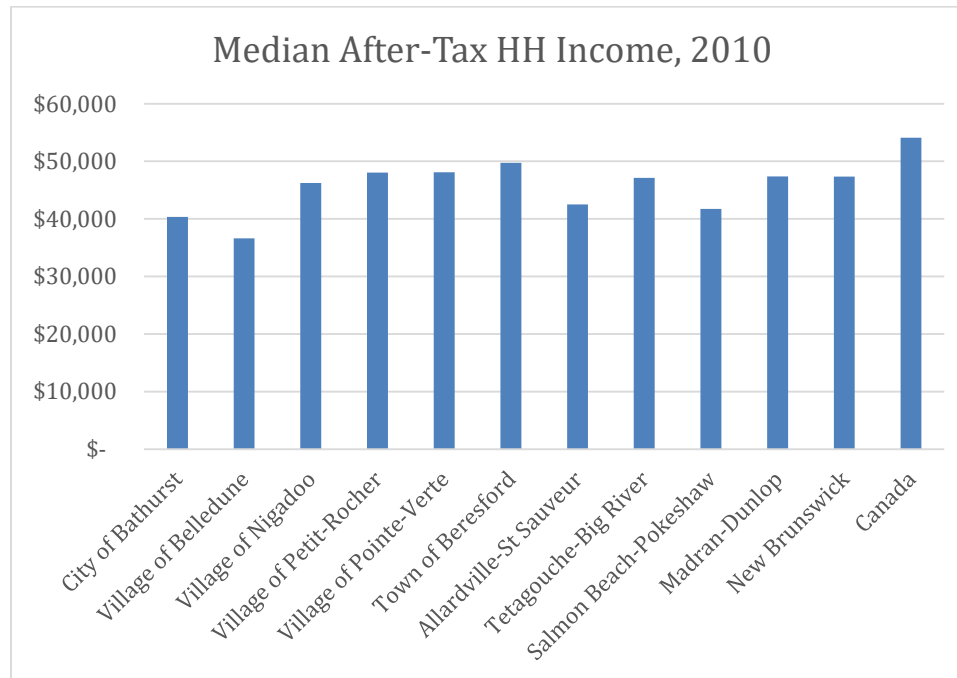


**Figure 8: Age Structure: Communities of the Chaleur Region (2011)**  
 Census Canada, 2011

### 3.4.2 Socio-Economic Characteristics

Communities across the Chaleur Region have a significantly lower median after-tax household income than the national median. Moreover, there is significant variation in the median household income between communities. Based on 2010 data from the National Household Survey, the Village of Belledune reported the lowest median after tax household income at \$36,630. At the other end of the spectrum, the Town of Beresford reported the highest in the region, at \$49,722 – a difference of approximately \$13,000 across the region. More than half of

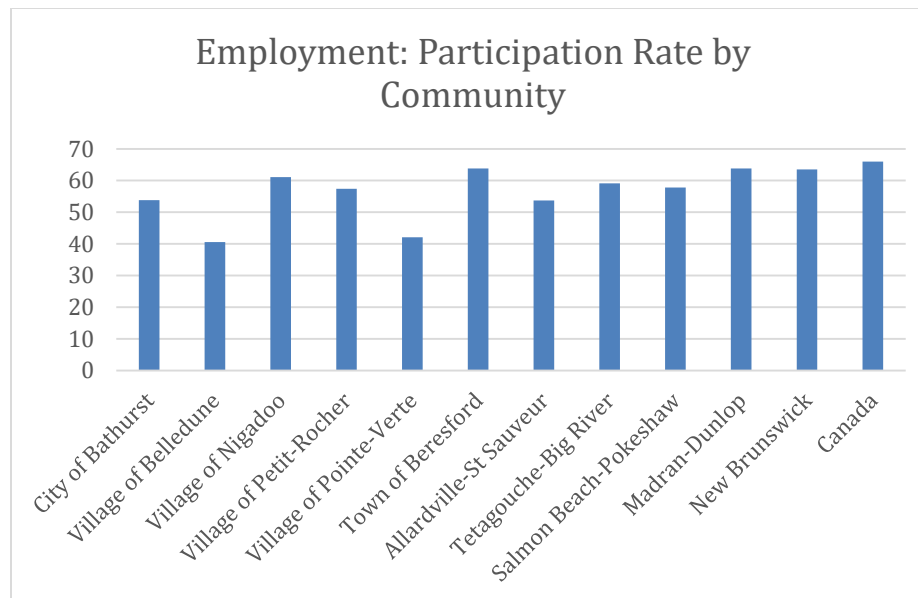
communities in the Chaleur region have a lower median income than the provincial median, and all communities have a lower median than the national median.



**Figure 9: Median Household Income (after-tax) by Community, 2010**

Source: Statistics Canada National Household Survey, 2011

The participation rate of the labour force refers to the percentage of residents aged 15 years and older, excluding institutional residents that are currently employed. Communities in the Chaleur Region have a lower participation rate than the provincial average (with the exception of the Town of Beresford), with the Village of Belledune exhibiting the lowest participation rate at 40.6%.



**Figure 10: Participation Rate by Community, 2011**

Source: Statistics Canada, National Household Survey 2011

## 4 Location, Range, and Concentration of Recreation Facilities

### 4.1 Distribution of Facilities

This Plan recognizes that communities within the Chaleur Region rely on gymnasiums and outdoor fields that are operated and maintained by the local school boards. For the purposes of this discussion however, we have limited the following description to municipally owned facilities. This is because the funding for school-board facilities is separate to municipal facilities that may be subject to any cost sharing formula.

The majority of municipally owned recreation facilities within the Chaleur Region are located within the City of Bathurst. On account of this, the City's annual expenditure on recreation and culture is the highest in the region. The municipalities of Beresford, Petit-Rocher, and Belledune all contribute strongly to the region's inventory of indoor and outdoor recreation facilities, with an average per capita expenditure of approximately \$200 on recreation and cultural annually.

All other communities within the Chaleur Region rely largely on either school board facilities, or those in other neighbouring communities.

	Indoor Recreation Facilities (Municipal)	Outdoor Recreation Facilities (Municipal)	Recreation & Culture Spending (2014) Total	Recreation & Culture Spending (2014) per capita	Population Rank
<b>Bathurst</b>	10	11	\$ 3,213,038	\$ 261.75	1
<b>Beresford</b>	4	9	\$ 533,719	\$ 122.67	3
<b>Petit-Rocher</b>	3	12	\$ 418,670	\$ 219.43	7
<b>Belledune</b>	2	7	\$ 392,000	\$ 253.23	8
<b>Pointe-Verte</b>	1	5	\$ 1,520	\$ 1.56	10
<b>Allardville-Saint-Sauveur</b>	1	0	\$ -	\$ -	5
<b>Nigadoo</b>	2	4	\$ 40,950	\$ 43.01	9
<b>Salmon Beach-Pokeshaw</b>	1	1	\$ 30,356	\$ 31.69	6
<b>Tetagouche-Big River</b>	1	1	\$ 40,196	\$ 8.38	2
<b>Madran-Dunlop</b>	1	0	\$ -	\$ -	4

Figure 11: Distribution of Recreation Facilities and Spending in the Chaleur Region

## 4.2 Major Built Facilities and Outdoor Spaces

The following outlines the major built facilities and outdoor spaces in the Chaleur Region:

### Centre Régional KC Irving/KC Irving Regional Center *City of Bathurst*



The KC Irving Regional Center is a twin-pad indoor arena with an indoor walking track, skate sharpening concession, community learning centre, senior's facility, and office space. The site also houses an outdoor skate park (Fred Pitre – constructed in 2006).

Rink #	Dimensions	Seating Capacity
1	85' x 200'	3,524 (including 18 corporate boxes)
2	85' x 200'	700

Both rinks are typically utilized as ice surfaces, however rink 2 is the preferred location for concerts and other non-ice events such as trade shows. Discussions with facility operations, and a review of utilization data, indicates that the demand for ice at this facility may well be accommodated by a single rink. Moreover, the facility's ability to draw concerts and trade shows has declined in recent years.

**Bathurst Aquatic Centre/Coronation Park***City of Bathurst*

Built in 1983, the Bathurst Aquatic Centre is the region's only indoor pool. The pool is 15m by 25m, and can be divided into six lanes. The building has a mezzanine which is used primarily for daycare during the week. The facility is well-used with approximately 100,000 users per year. The facility is aging, and will likely need to be replaced within 15 years, subject to ongoing condition assessment.

The Aquatic Centre is located close to Coronation Park, which houses four ball diamonds, a soccer field, and four tennis courts.



**Complexe sportif de Petit-Rocher***Village of Petit-Rocher*

The Complexe sportif de Petit-Rocher houses the following facilities:

- Aréna de Petit-Rocher: A single-pad arena (805' x 185'), built in 1978.
- Tennis courts (4).
- Soft Ball Diamonds (2).
- Baseball Diamond (1).
- BMX Track.

The Complexe is located next to the École le Domaine étudiant, which houses a gymnasium, an outdoor track and field facility (resurfaced for les Jeux de Acadie in 2009), one artificial soccer field, and one natural soccer field.

**Belledune Sport Complex***Village of Belledune*

The Belledune Sports Complex houses:

- The Veterans Memorial Arena: A single-pad arena (82' x 180'), with no formal seating.
- Two baseball fields.
- Belledune Cultural Centre: A community centre with the municipal library, a multi-purpose room, and a private concession gymnasium in the basement.

**Complexe sportif de Nigadoo***Village of Nigadoo*

The Complexe sportif de Nigadoo is home to:

- Sportsplexe Richelieu: Built in 1977, this is an indoor soccer facility with synthetic grass. The facility is a converted former ice arena.
- Softball diamond (1).
- Tennis Court (1 – abandoned for the last several years).
- Soccer field (1 – abandoned for the last several years).

**Sportek Rodolphe Boudreau***Town of Beresford*

The complex comprises:

- Aréna Réal Boudreau: A single pad indoor ice rink, built in 1972 (dimensions 85' x 185'). The arena has aluminum stands, and a heated viewing deck with a canteen. The Village is in the process of a \$1.2 million upgrade to completely refurbish the rink. A long-term investment of an additional \$500,000 is planned to renovate the dressing rooms.
- Beresford Curling Club: Located in proximity to the arena, the curling club has four playing surfaces.
- Three baseball diamonds.
- Parc de la Plage Municipale de Beresford: With an amphitheatre, board walk, playground, observation deck, volleyball court.



**Parc Atlas***Village of Pointe-Verte*

Parc Atlas is an artificial lake of approximately 6.5 acres, with a club house. The park itself is open for peddle boating and fishing, and has a walking track and volleyball court. The club house is home to a restaurant, meeting rooms, and a scuba facility.

### 4.3 Existing Standards

Recreation planning typically identifies population-based standards of facility provision, and in some cases (where useful, and where sufficient data exists), participation-based standards. These give a general notion of the level of service within a community, and can be used as a benchmark to compare with other communities, and as a target for future planning and investment. Here, we outline the existing standards of provision. Section 7 explores this further and provides a review of comparable standards and target standards for the region. Using the population projections for the region, we have identified how the standard of provision will change over the next ten years.

Facility Type	Inventory	2016			2026		
Indoor Ice	5	1 per	6,788	residents	1 per	6,666	residents
Ball Diamonds	8	1 per	4,243	residents	1 per	4,166	residents
Curling	2	1 per	16,971	residents	1 per	16,665	residents
Gymnasiums	18	1 per	1,886	residents	1 per	1,852	residents
Indoor Pool	1	1 per	33,942	residents	1 per	33,330	residents
Tennis courts	20	1 per	1,697	residents	1 per	1,667	residents
Soccer field	6	1 per	5,657	residents	1 per	5,555	residents
Artificial soccer field	2	1 per	16,971	residents	1 per	16,665	residents
Community Centres	10	1 per	3,394	residents	1 per	3,333	residents
Outdoor Ice Rink	5	1 per	6,788	residents	1 per	6,666	residents
Trails	103km	1 per	340	residents	1 per	324	residents

**Figure 12: Existing Recreation Standards**

## 4.4 Condition Highlights

### 4.4.1 By Facility

The following assessment relies on information provided to the consulting team by facility managers, and the Chaleur RSC. A key recommendation of this Plan is that the Chaleur RSC facilitates municipal recreation departments to conduct facility condition assessments to identify investment needs. Where facilities are not described here, it is due to a lack of information.

#### **Belledune:**

##### **Belldune Sport Complex:**

###### Veterans Memorial Centre Arena

The facility is in good condition, with no additional work planned. In recent years the electrical panel and hockey boards have been replaced.

###### Baseball Diamonds

The diamonds are in good condition, and are expected to require regular ongoing maintenance.

<b>Total Expected Investment</b> (major system replacement based on documented life cycle requirements).	<b>0-3 Years</b>	<b>4-5 Years</b>	<b>6-10 years</b>	<b>11+ Years</b>
	--	--	--	--

**Beresford:****Sportek Rodolphe Boudreau:***Beresford Curling Club*

The facility is in good condition, with major renovations having been undertaken in 2012 and 2014 (\$775,000) to add storage space and sprinklers. The facility will need a new dehumidifier with an expected cost of \$20,000 in the short-term.

*Outdoor Facilities:*

The complex houses two ball diamonds. No condition information was provided for this project. A tour of the facility indicated that the diamonds are on low-lying land and may be prone to flooding and/or waterlogging.

**Centre Réal Boudreau**

Built in 1972, the arena has recently undergone significant renovations (\$1.2 million), to repour the existing slab, a new refrigeration system, and insulation. The municipality has plans to undertake further renovations at a currently unspecific cost, to upgrade the change rooms and players benches, and increase storage.

**Parc de la Plage Municipale de Beresford**

The municipal beach park backs on to the Sportek Rodolphe Boudreau. The municipality upgraded the park's pavilion in 2012, but it will require painting over the short term.

Total Expected Investment	0-3 Years	4-5 Years	6-10 years	11+ Years
	\$30,000	--	\$500,000 (arena)	--

**Petit Rocher:****Complexe sportif de Petit Rocher:**Petit-Rocher: Aréna Petit-Rocher

Opened in 1979, the Petit Rocher Arena is an older facility that currently serves the region, but will require capital upgrades over the short- to medium-term. Specifically, the mezzanine and change rooms are not currently accessible, and public survey responses identified a lack of heat in the building. Over the short-term, the building will need investment in masonry, insulation, players bench and stands, washrooms and changerooms. Necessary immediate upgrades are expected to cost approximately \$1.74 million.

Soccer:

The complex's synthetic field was constructed in 2009. Based on estimated life expectancy, this will need to be replaced over the next ten years at a cost of approximately \$500,000. Similarly, the complex's natural turf soccer field will likely require redevelopment in the longer term (10+ years) at an approximate cost of \$200,000.

Ball Diamonds:

The complex has three ball diamonds, all in good condition. Over the short term, the fencing will need to be replaced at an estimated cost of \$15,000.

Tennis:

The complex' tennis courts are in good condition, having been repainted in 2015. Given their age, they will require resurfacing over the longer term (10+ years), at an expected cost of approximately \$200,000.

**Salle Multifonctionnelle de Petit Rocher:**

The town's community room had a major renovation in 2015, costing \$650,000. Planned capital investment over the short term is an estimated \$50,000 for landscaping, and a new removable stage.

Total Expected Investment	0-3 Years	4-5 Years	6-10 years	11+ Years
	\$65,000	--	\$500,000	\$400,000
	In addition: \$1.65 - \$4.5 million for arena renovation			

### Bathurst (City):

#### K.C. Irving Regional Centre:

##### Indoor Rinks:

Built in 1995, the KC Irving Centre has recently undergone improvements to the heat recovery system. The facility is phasing in an LED lighting system, and automated heat recovery system in the short-term (\$450,000), with no major improvement plans outside of this.

##### BMX/Skate Park:

Built in 2006, the facility underwent investment in landscaping in 2009. No major upgrades are expected over the plan period.

#### Bathurst Aquatic Centre:

The region's indoor pool (Bathurst Aquatic Centre) was built in 1983. The facility is in good condition, with an investment of \$750,000 in 2011/2012 in capital repairs. This extended the life of the centre by 10-15 years. It is expected that in the long-term, the facility will need to be replaced due to the age of the structure.

#### Parc Coronation:

The park houses:

- ball diamonds: Good condition, with some landscaping (\$1,000) needed on the main field;
- Soccer field: in fair condition; and
- Tennis courts: poor condition – no longer in use, with no plans to rehabilitate.

Total Expected Investment	0-3 Years	4-5 Years	6-10 years	11+ Years
	\$459,000	\$100,000	--	Pool replacement likely required

**Nigadoo:****Complexe sportif de Nigadoo:**Indoor Soccer:

The indoor soccer facility is a converted arena, built in 1977 and converted in 2004. The facility has a humidity and mildew problem, and requires dehumidifiers. The water is non potable. The municipality plans to demolish the storage room and replace it at a cost of approximately \$100,000 over the short-term.

Ball Diamond:

This facility is in good condition, with plans to relocate the backstop to improve play at a cost of approximately \$5,000 over the short-term.

Outdoor Soccer:

The field has not been used in a few years. The village plans to convert the field into a conventional park with a walking track and benches at a cost of approximately \$300,000 over the short term.

**Salle Gilles Doucet:**

The community centre is in good condition, requiring repainting at a cost of approx. \$5,000.

Total Expected Investment	0-3 Years	4-5 Years	6-10 years	11+ Years
	\$410,000	--	--	--



**Pointe Verte:****Parc Atlas:**

The facility is in good condition, with the wharf and piers replaced in 2015. Over the short term the diving platform needs replacing, the building exterior requires work, and the kitchen should be renovated at a cost of approximately \$200,000. Over the long term, interior refurbishment is planned at a cost of approximately \$1 million. The park's outdoor trails need resurfacing at a cost of approximately \$7,000 over the short term.

**Outdoor Skating Rink:**

The rink is in good condition, with new boards required over the short term at a cost of \$25,000.

Total Expected Investment	0-3 Years	4-5 Years	6-10 years	11+ Years
	\$232,000	--	\$1,000,000	--

#### 4.4.2 Partial Required Investment by Community

The existing condition assessments are relatively limited in scope. There is further work to be done in this regard. The consulting team has taken existing condition assessments and proposed capital work (and time frame), and where possible provided estimates of capital work that will need to be conducted during the plan period based on the age of each facility. The inventory remains a work in progress: Currently less than a third (36 of 127 items) have a date of construction: Without a detailed condition assessment, this makes the required investment needs of the facility impossible to predict. We have, where data is available, identified required investment in recreation facilities, by community.

Community	# Facilities	# Facilities with Information	0-3 Years	4-5 Years	6-10 years	11+ Years	TOTAL
Bathurst	44	13 (30%)	\$459,000	\$100,000	--	new pool	<b>\$559,000</b>
Belledune	3	0 (0%)	--	--	--	--	--
Beresford	7	3 (43%)	\$30,000	--	\$500,000,	--	<b>\$530,000</b>
Petit Rocher	15	9 (60%)	\$65,000	--	\$500,000	\$400,000	<b>\$965,000</b>
			Additional potential investment of \$1.65 - \$4.5 million for arena renovation				
Nigadoo	3	3 (100%)	\$410,000	--	--	--	<b>\$410,000</b>
Pointe Verte	9	2 (22%)	\$232,000	--	\$1,000,000	--	<b>\$1,232,000</b>

Figure 13: Required Investment in Recreation Facilities by Community

## 5 Consultation

### 5.1 The Importance of Public Input to Developing the Plan

With the strong assistance of the project steering committee, the consultant team achieved a significant level and quality of input from the public in developing this plan. The plan development process did not involve public meetings but included both a public online survey as well as a survey of user groups. The response to these surveys was impressive - the public survey achieving 703 responses over a short period of time; the user groups' survey was equally well received – with 36 individual responses representing some 24 user groups. This represents 55% of the region's user groups. As such, the plan is based on very effective intelligence gathered from the public and user groups and represents a solid basis on which to base a regional level plan.

The strong level of public input should be utilized by each municipality and LSD to further understand resident satisfaction with facilities and services in their respective communities. The opportunity exists to repeat the surveys during the update to this regional plan at the end of Year Three (3).

The following sections provide the results of these surveys.

#### 5.1.1 User Groups

The project developed a separate online survey for user groups, as key users of the region's recreation facilities. We received responses from the following groups:

- |  |  |                                       |
|--|--|---------------------------------------|
| ▪ Athlisme Chaleur Athletics               | ▪ Chaleur Snowmobile Club              | ▪ Lees Line Dancers                   |
| ▪ Bathurst Bowlarama                       | ▪ Club Anneu d'or/Golden Ring Club     | ▪ Ringuette Chaleur                   |
| ▪ Bathurst Chaleur Region Special Olympics | ▪ Club Chaleur Soccer                  | ▪ Sentiers Verts Chaleur Green Trails |
| ▪ Bathurst Curling Club                    | ▪ Club Lutte Acadie Bathurst Wrestling | ▪ Skate Bathurst                      |
| ▪ Bathurst Minor Hockey                    | ▪ Club Volleyball Chaleur              | ▪ Sportsplex Richelieu de Nigadoo     |
| ▪ Bathurst Pickleball Club                 | ▪ Club Escrime Chaleur                 | ▪ Triathlon Chaleur                   |
| ▪ Beresford Minor Baseball Association     | ▪ Fudoshin Judo Club                   |                                       |
| ▪ Beresford Skating Club                   | ▪ Gowan Brae Golf Club                 |                                       |
| ▪ Centre recreatif tetagouche nord         | ▪ Gowen Brae Ladies                    |                                       |

The following provides a summary of the primary location of different groups based on their facility utilization. The distribution of facilities in the region are primarily concentrated within the City of Bathurst, and in the secondary nodes of the BNPP municipalities.

User Group Location	# of Survey Responses
Regional (use facilities across the region)	11
City of Bathurst	7
Beresford	3
Petit Rocher	1
Tetagouche	1
St. Laurent	1

Notably, groups indicated that they are relatively flexible in their use of facilities across the region, with a large proportion of groups using facilities across the region. Typically these are groups that use outdoor facilities and school-board owned facilities.

The range of questions asked of user groups, and their responses, is provided in Appendix A. Key themes in groups' responses are:

**1. Declining Population, Shortage of Players**

With the notable exception of pickleball, most user groups indicated that the region's declining population meant that they have difficulty attracting sufficient players. This is particularly a problem in youth-oriented sports and leagues.

**2. Lack of Coaches**

Also related to the region's declining population, many user groups indicated they have trouble attracting and retaining coaches. Training new coaches from existing players was frequently noted as key priority.

**3. Lack of Volunteers**

Most user groups indicated they have trouble attracting and retaining sufficient volunteers for their operation. This has led to volunteer burn-out. A lack of volunteers also limits their ability to grow programming.

**4. Lack of Funding**

The lack of funding was the most frequently cited concern by responding user groups. This is related to a lack of enrollment, but also reflective of a lack of capacity to access potential funding from the province.

**5. A Desire to Compete Regionally and Provincially**

Many groups indicated that growing their sports to allow participants to compete regionally and provincially is a priority. This could involve building capacity within the region, and also investment in facilities suitable to host tournaments of this scale.

**6. Groups are Generally Satisfied with Rental Fees**

Most responding groups (approximately three-quarters) indicated they are satisfied with the fees they pay to use recreation facilities in the Chaleur Region. This applies to groups that use all facility types – municipal, school board, non-profit, and private.

**7. Participation in Recreation Groups is Largely Regional**

With the exception of a select few responding groups, the responses of user groups indicated that membership spans municipal and LSD boundaries.

### 5.1.2 Public Engagement

The online survey was provided in both English and French. In total, the project received 703 unique responses: 330 in English, and 373 in French. We heard from residents from across the Chaleur Region, with 75% of responses from urban residents (Bathurst, BNPP, and Belledune), and 25% of responses from rural residents.

The survey asked residents:

- Which recreation activities they have participated in during the last twelve months;
- Do they belong to a sport or user group;
- Use of recreation facilities in the region;
- Improvements to the recreation facilities that they currently use to improve access to recreation and sport programs;
- Any new recreation facilities that their community is lacking;
- Whether they agree with the principles of sharing the operation of recreation programs and facilities throughout the region; and
- The appropriate mechanism to share the cost fairly throughout the region.

The results of the survey are provided in the following section. Detailed results are provided in the appendix to this report.

## 5.2 Key Attributes of Consumption in Region

### 5.2.1 Focus on Unstructured, Outdoors Recreation Activities

The public survey asked ‘which activities have you or your family members participated in over the last 12 months?’ The top 40 responses are listed below.

#	Activity	Responses	#	Activity	Responses
1	<i>Walking for leisure or exercise</i>	424	21	<i>Bowling</i>	131
2	<i>Reading</i>	341	22	<i>Dog walking</i>	130
3	<i>Gardening</i>	296	23	<i>Sailing</i>	130
4	<i>Volleyball</i>	272	24	<i>Kayaking</i>	128
5	<i>Camping</i>	251	25	<i>Computer use</i>	127
6	<i>Hiking</i>	239	26	<i>Theatre</i>	124
7	<i>Crafts</i>	227	27	<i>Playing a musical instrument</i>	123
8	<i>Cycling or mountain biking</i>	210	28	<i>Yoga</i>	120
9	<i>Jogging</i>	209	29	<i>Hunting</i>	119
10	<i>Fishing</i>	193	30	<i>Swimming</i>	117
11	<i>Snowshoeing</i>	192	31	<i>Spin classes</i>	115
12	<i>Aerobics, or fitness</i>	191	32	<i>Weight training</i>	114
13	<i>Playing video games</i>	191	33	<i>Canoeing</i>	110
14	<i>Watching TV or movies</i>	177	34	<i>Body building</i>	107
15	<i>DVD/CD or home exercise</i>	173	35	<i>Skating (public, figure skating, instructional skating)</i>	106
16	<i>Artistic/Cultural activities</i>	166	36	<i>Skiing - Downhill</i>	91
17	<i>Dance</i>	165	37	<i>Boating</i>	89
18	<i>Hockey (ice)</i>	164	38	<i>Soccer</i>	89
19	<i>Golf</i>	163	39	<i>Dirt Biking/Motocross</i>	86
20	<i>Snowmobiling</i>	150	40	<i>Hockey (ball)</i>	83

Figure 14: Responses to ‘Which activities have you or your family members participated in over the last 12 months?’

The Chaleur Region is blessed with many natural resources that facilitate unstructured recreation activities. These include the Chaleur Bay and associated beaches, and the abundant forest and trails in the rural areas outside of the Bathurst/BNPP urban core. This is reflected in the preferred recreation activities of survey respondents: Walking, camping, hiking, cycling or mountain biking, jogging, fishing, and snowshoeing were popular responses among survey respondents when asked which recreation activities they had engaged in over the last year. More structured activities included volleyball and crafts. The preference for outdoor and unstructured recreation activities suggests that key facilities for Chaleur residents may include all season trails, gymnasiums, marinas and boat launches, and beach-side parks.

### 5.2.2 Residents are Largely Satisfied with Existing Facilities

Of the 703 unique responses to the public survey, we received 89 responses regarding improvements to existing recreation facilities in the region required to improve residents' recreation experiences. This represents just 12% of all respondents. These responses are detailed in Appendix B. Key themes comprise:

Facility	Required Improvements
<b>Petit Rocher Arena</b>	<ul style="list-style-type: none"> <li>Renovations to changing rooms, bleachers/general modernization;</li> <li>Addition of a walking track;</li> <li>Improvement in heating system.</li> </ul>
<b>KC Irving Regional Centre</b>	<ul style="list-style-type: none"> <li>No physical changes, rather, focus on improved facility access: Extended opening hours for the walking track, and lower admission fees.</li> </ul>
<b>Beresford Arena</b>	<ul style="list-style-type: none"> <li>General renovations to update the arena.</li> </ul>
<b>Petit Rocher Beach Park</b>	<ul style="list-style-type: none"> <li>Additional amenities such as a splash pad.</li> </ul>
<b>Nigadoo Sportsplex</b>	<ul style="list-style-type: none"> <li>Resurface the tennis court, softball diamond, and indoor soccer facility.</li> </ul>
<b>Parc Atlas</b>	<ul style="list-style-type: none"> <li>Add shelters for outdoor skating.</li> </ul>
<b>Beresford Beach Park</b>	<ul style="list-style-type: none"> <li>Pave walking path to allow for roller blading etc.</li> <li>Add a BMX park.</li> </ul>
<b>Trails (general)</b>	<ul style="list-style-type: none"> <li>Add more trails, both cycle lanes on roads, and off-road multi-purpose trails to connect communities.</li> </ul>
<b>Youghall Beach Park, Bathurst</b>	<ul style="list-style-type: none"> <li>Replace playground facility.</li> </ul>
<b>Coronation Park, Bathurst</b>	<ul style="list-style-type: none"> <li>Resurface tennis courts with option to include pickleball;</li> <li>Add permanent washrooms;</li> <li>Add a chalet for the cross-country club;</li> </ul>

Facility	Required Improvements
	<ul style="list-style-type: none"> <li>Improve maintenance of ball diamonds</li> </ul>
Bathurst Aquatic Centre	<ul style="list-style-type: none"> <li>Improve parking.</li> </ul>
Centennial Park, Bathurst	<ul style="list-style-type: none"> <li>Resurface the tennis courts;</li> </ul>
Bathurst Curling Club	<ul style="list-style-type: none"> <li>New heaters in the ice shed</li> </ul>
Dog Park, Bathurst	<ul style="list-style-type: none"> <li>Permanent water supply.</li> </ul>
Beresford Sports Park	<ul style="list-style-type: none"> <li>Fix fencing.</li> </ul>

Figure 15: Survey Responses - Improvements to Facilities

### 5.2.3 Recreation Participation is Regional

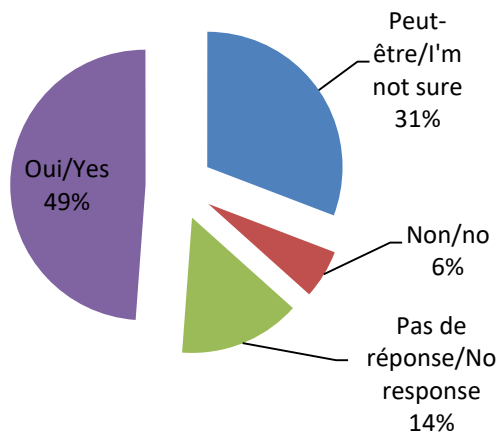
Respondents were asked to indicate their home community, and which facilities they use throughout the region. Section 5.4.3 provides a detailed analysis of where survey respondents travel to, to participate in recreation activities in the Chaleur Region. All recreation facilities listed on the survey were used by both residents within their home community, and those in other communities across the region. This was particularly the case for more regional scale infrastructure such as indoor arenas and the Bathurst Aquatic Centre, but also held true for more local facilities such as soccer fields, ball diamonds, and beach parks. These more local facilities draw from communities in closer proximity to their location than the arenas and indoor pool, but still draw users from across the region.

### 5.2.4 The Majority of Residents Support Cost-Sharing for Recreation Facilities

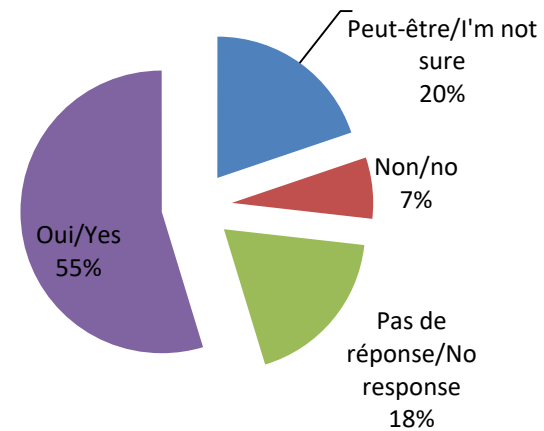
Residents in the Chaleur Region travel to other communities to use recreation facilities and programs: Survey respondents were asked, based on this statement, whether they agree with the principle that the operation of recreation programs and facilities should be shared throughout the region. The majority of respondents (65%) indicated that they agree with this principle. Identifying the responses of both urban residents (Bathurst/BNPP) and rural residents indicated that rural residents had a stronger response for cost-sharing in this regard.



### Résidents urbains/Urban Residents

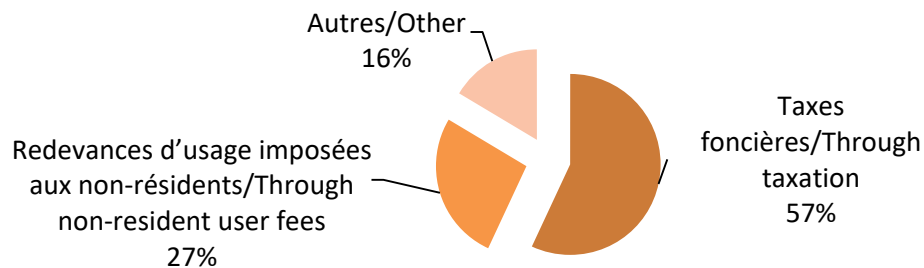


### Résidents ruraux/Rural Residents



Those respondents that agreed with the principle of cost-sharing the operation of recreation facilities and programs were further asked which mechanism they preferred to achieve this. The majority indicated that they preferred the use of taxation (57%) over user fees (27%).

### Which mechanism do you feel would be most appropriate to share the cost fairly throughout the region?



Other suggestions as to cost sharing mechanisms included government grants, amalgamation, and a combination of taxes and non-resident user charges.

## 6 Utilization Review of Facilities

### 6.1 Facility Booking Data

Understanding the utilization of the existing recreation facilities in Chaleur is a key component in the assessment of relative need for recreation facilities with the region. Utilization/booking data is patchy and non-uniform across the region. The consulting team obtained data for indoor arenas, and the Bathurst Aquatic Centre, but was unable to obtain similar data for other recreation facilities such as playing fields and community centres. Moreover, some data was relatively informal and lacked detail. Moving forward, a key recommendation is that the Chaleur RSC work to develop a standardized reporting template and/or mechanism for all facilities (indoor and outdoor) to more effectively track utilization. The following table outlines the utilization of key facilities for which data was available:

Facility	Utilization	
<b>KC Irving Centre</b>	1: Weekday Prime time: 48% ('15) 1: Weekend Prime: 43% ('15)	2: Weekday Prime time: 51% ('15) 2: Weekend Prime: 51% ('15)
<b>Petit-Rocher Arena</b>	70% Prime Time Utilization (2015)	
<b>Real-Bourdreau Arena (Beresford)</b>	Approx. 35% total utilization (2015) [estimated at 60%-70% Prime time utilization]	
<b>Veterans Memorial Centre (Belledune)</b>	55% total utilization 2015/2016	
<b>Nigadoo Sportsplex</b>	4.30pm-10pm six nights/week: Almost complete prime time utilization.	
<b>Bathurst Aquatic Centre</b>	100,000-120,000 users per year 1-4 major swimming events annually Prime time fully booked	

Figure 16: Utilization - Major Facilities

Our assessment of utilization indicates that the region's indoor arenas are relatively well used, with some excess capacity at KC Irving. Anecdotal discussions with operational staff indicated that the demand for ice time at KC Irving could likely be accommodated on one ice sheet. Given that the demand is primarily during prime-time, operational staff maintains the two ice sheets to double the amount of prime-time ice available at the facility.

Responses from ice-groups did not identify significant difficulties booking ice time. The issue is less one of supply, rather than convenience: Groups have preferred locations and times, many of which may be overlapping. One of the key roles of a regional recreation co-ordinator should be to work with ice groups to co-ordinate ice bookings across the region's indoor arenas.

The Nigadoo Sportsplex is a very well used facility, with prime time booked completely for six of the seven nights of the week. Similarly, the Bathurst Aquatic Centre has its prime time hours completely booked. Anecdotal discussions with facility operations indicated the centre is well used outside of this for programming and tournaments.

## 6.2 User Groups: Geography of Facility Utilization and Membership

The user group survey provided responses from 24 of the 44 identified sport and recreation groups in the area. The survey asked groups to indicate two geographies:

1. Which facilities they use; and
2. In which local communities their members reside.

This allows us to get a sense of the geography of participation in sport and recreation activities, and whether groups travel outside of their local community to use facilities.

A full summary of user group responses can be found in Appendix A. However, this section provides a summary of the geography of groups' facility utilization and membership. The table below highlights the regionality of different sports. Most sports draw members from across the region, many of which are based out of facilities in Bathurst. Ringette and wrestling groups appear to be the most flexible in terms of the facilities they use throughout the region. Softball appears to be a more localized sport, likely due to the availability of diamonds in communities across the region.

Sport	Facility Location(s) (From Survey)	Membership Draw (From Survey)					
		Bathurst	BNPP	Madran-Dunlop	Tetagouche Big River	Salmon Beach Pokeshaw	Allardville
Bowling	Bathurst						
Cross-Country Ski	LSD Rough Waters (clubhouse), regional trails						
Curling	Bathurst						
Fencing	Robertville						
Golf	Bathurst						
Judo	Bathurst						
Line Dancing	Bathurst						
Minor Ball	Beresford						
Minor Hockey	Bathurst, Petit-Rocher						
Pickleball	Bathurst						
Ringuette	Beresford, Petit-Rocher, Bathurst						
Skating	Bathurst						
Snowmobiling	Madran-Dunlop (club house)						
Soccer	Bathurst, Nigadoo						
Softball	Bathurst, Nigadoo						
Special Olympics	Bathurst						
Track & Field	Bathurst						
Volleyball	Beresford						
Wrestling	Bathurst, Petit-Rocher, Beresford, Point-Verte						

Figure 17: Regionality of Sports

Most user groups indicated that they were satisfied with the quality and availability of the recreation facilities that they use. Identified facility deficits comprised:

- Ability to book additional ice time on a regularly scheduled evening. Groups find it inconvenient to transfer coaches and equipment between facilities.
- Lack of a designated fencing facility;
- Storage space at the Beresford baseball fields
- More office space for groups at the Beresford Arena
- Roof supports for the Club Motoneige Chaleur club house
- Insulation at the Bathurst Curling Club
- Transformation of under-utilized tennis courts in Bathurst to pickleball courts.

### 6.3 Public Survey: Geography of Facility Utilization

The public survey asked respondents which community they reside in, and which recreation facilities they use. The following table identifies the proportion of respondents from each community, which indicated they use each of the region's major indoor facilities. For example, the first cell (44%) indicates that 44% of respondents from Belledune said that they use the Belledune Arena.


Survey Respondents:	Facility Utilization										
	Belledune Arena	Pointe-Verte	Petit-Rocher Arena	Nigadoo Sportsplex	Beresford Arena	Madran-Dunlop	Bathurst (KC Irving)	Bathurst (Aquatic)	Tetagouche-Big River	Allardville-Saint-Sauveur	Salmon Beach-Pokeshaw
Belledune	44%		6%	0%	6%		19%	31%			
Pointe-Verte	9%		27%	0%	9%		45%	18%			
Petit-Rocher	10%		45%	19%	20%		30%	31%			
Nigadoo	14%		46%	25%	50%		57%	50%			
Beresford	9%		20%	16%	39%		35%	40%			
Madran-Dunlop	11%		43%	18%	31%		32%	38%			
Bathurst	7%		14%	8%	18%		58%	48%			
Tetagouche-Big River	12%		15%	12%	24%		56%	50%			
Allardville-Saint-Sauveur	0%		0%	0%	0%		29%	57%			
Salmon Beach-Pokeshaw	7%		0%	7%	0%		36%	14%			
	DISTANCE 										

Figure 18: Facility Utilization by Survey Respondent Community

The responses indicate that residents are more likely to use facilities within their own community, but also that there is travel between the communities. As an example, while Petit-Rocher residents have access to their own arena, 10% of respondents indicated they use Belledune Arena, and 20% used Beresford Arena, and 30% travelled to KC Irving in Bathurst. Specialized facilities that are not found in any other community, such as the Bathurst Aquatic Centre, and Nigadoo Sportsplex, draw users from across the region.

## 6.4 Existing Service Districts

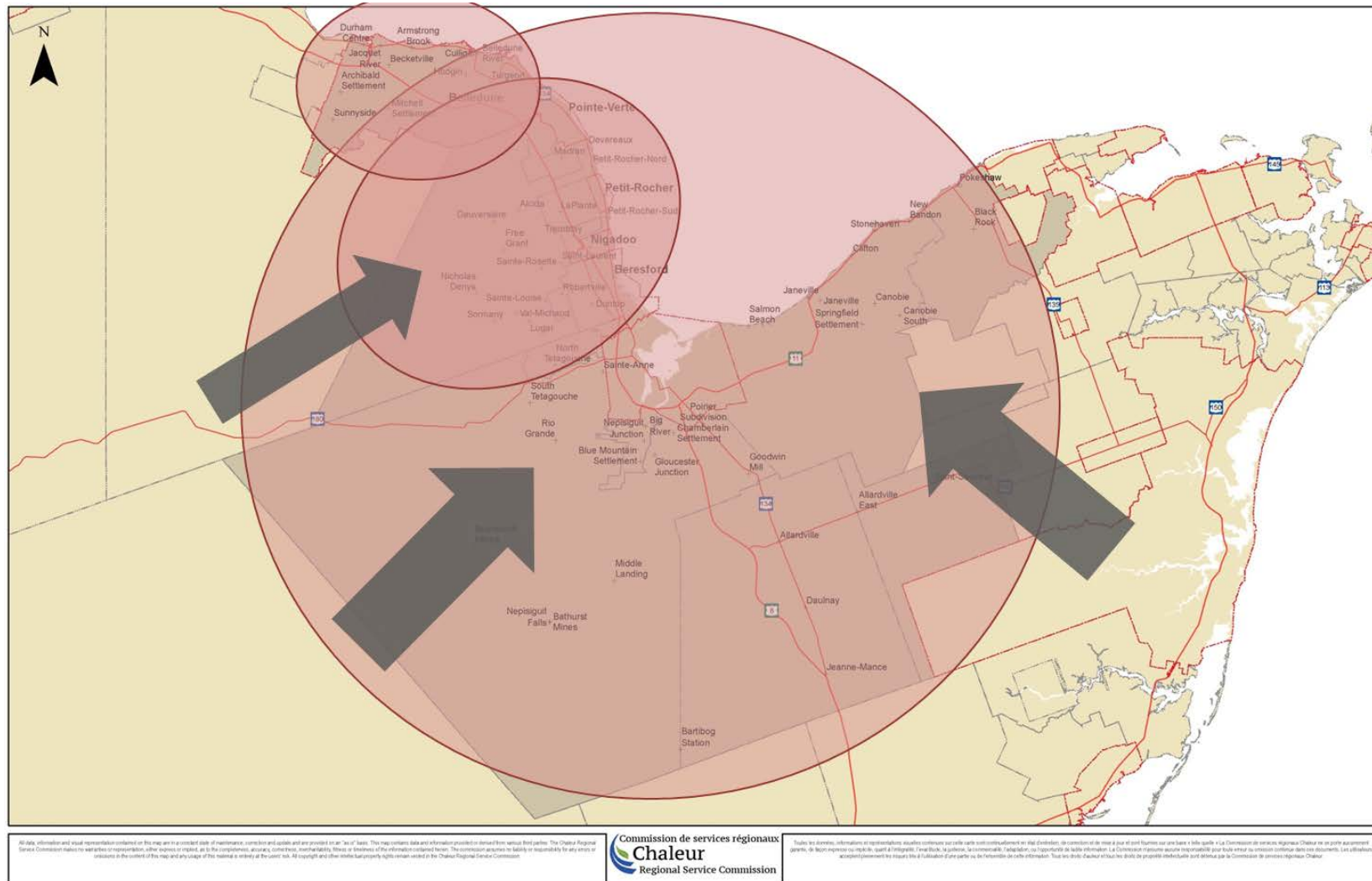
The responses from both the user group and public surveys suggest that the region has distinct participation and utilization patterns for recreation programs and facilities:

- Bathurst serves as the hub for recreation facilities and services, drawing participants from across the region.

- BNPP is a secondary service district, with residents travelling between communities to access recreation facilities and programs. The BNPP region also services residents in the LSDs of Madran-Dunlop, rural Belledune, and residents in northern Tetagouche-Big River LSDs.
- Belledune is a tertiary service district, primarily serving residents within the village and surrounding communities.

Residents within the region's LSDs primarily use facilities in the municipalities closest to them geographically. This means that residents in Salmon Beach-Pokeshaw, Allardville-Saint-Sauveur, and the southern portions of Tetagouche-Big River are served by Bathurst, while those in Madran-Dunlop and the northern communities of Tetagouche-Big River are served more by facilities in BNPP.

Figure 19: Service Hubs Broader Survey Findings





## 7 A Standards-Based Approach

### 7.1 Elements in Defining Needs

This Plan establishes standards of provision as appropriate for various types of facilities as a general guideline for determining present and future facility needs based on population and/or participation thresholds (i.e. the number of people or participants per type of facility).

Targets also take into account the complementary stock of facilities in the non-municipal supply and anecdotal understandings of how these facilities service local needs. Standards reflect the unique environment that is the Chaleur Region.

#### **Population and Participation Standards**

Population-based target standards of facility provision are most appropriately applied to those facilities historically developed in response to the needs of the Region (such as arenas, aquatic facilities, sports fields, etc.). Individual recommendations of this Plan weigh the applicability of population-based targets accordingly.

Participation-based standards serve as an alternative measure for future facility provision and take into consideration of the nature of dynamics of local sport participation among youth and adults (i.e. trends). Sierra Planning and Management undertook an assessment of local level participation and team registrations by sport. Where participation information was available, participation-based standards were established.

In general, participation-based standards are based on minor sport registration due to data limitations regarding adult participation. It should be noted that standards do not speak to issues of facility quality and conditions and therefore represent one measure of consideration for future facility provision.

### 7.2 Review of Standards

#### 7.2.1 Existing Standards

The existing population-based standards of provision for recreation facilities in the Chaleur Region are provided in the table below.

Facility Type	Inventory	2016			2026		
Indoor Ice	5	1 per	6,788	residents	1 per	6,666	residents
Ball Diamonds	8	1 per	4,243	residents	1 per	4,166	residents
Curling	2	1 per	16,971	residents	1 per	16,665	residents
Gymnasiums	18	1 per	1,886	residents	1 per	1,852	residents
Indoor Pool	1	1 per	33,942	residents	1 per	33,330	residents
Tennis courts	20	1 per	1,697	residents	1 per	1,667	residents
Soccer field	6	1 per	5,657	residents	1 per	5,555	residents
Artificial soccer field	2	1 per	16,971	residents	1 per	16,665	residents
Community Centres	10	1 per	3,394	residents	1 per	3,333	residents
Outdoor Ice Rink	5	1 per	6,788	residents	1 per	6,666	residents
Trails	103km	1 per	340	residents	1 per	324	residents

**Figure 20: Current and Projected Population-Based Standards of Facility Provision - Chaleur Region**

### 7.2.2 Comparable Standards

Population-based standards provide a useful benchmark against which to compare the level of service provision between communities. The table below provides a high and low range of population-based standards, compiled through a review of 21 communities across Canada. We have provided the ranges for four categories of communities based on population size: Communities with a population of less than 30,000 residents, between 31,000 and 60,000, between 61,000 and 99,000, and those with a population base of more than 100,000 residents. We have structured the table in this way because standards of provision typically vary based on population size. As an example, we typically see a 'higher' standard of provision of indoor ice in smaller communities: This is because a smaller community may choose to provide indoor ice to residents despite lacking the population base to sell a high proportion of ice time, because it is seen as a service that community members are willing to subsidize to ensure that residents have access to this recreation opportunity.

It is important to note that there is no one 'right' standard of provision: The appropriate level of service will vary from community to community based on the particular participation preferences and practices, and hence the relative demand for facilities. This in turn is a function of the demographic composition of a given community (age structure, ethnic mix, income, for example), and local historic participation patterns. Accordingly, the comparable standards provided in this section should be read as one piece of the puzzle, and should be tempered through a review of the utilization of the different communities within the region.

### 7.2.3 Indoor Recreation Facilities

Population	Ice Pads			Curling Rink			Indoor Pool			Gymnasia		
< 30,000	1 per	2,000	residents -	1 per	12,000	residents				1 per	2,000	residents
	1 per	12,000	residents	1 per	16,000	residents				1 per	3,000	residents
31,000 - 60,000	1 per	9,000	residents -	1 per	7,000	residents -	1 per	26,000	residents -	1 per	1,500	residents -
	1 per	14,000	residents	1 per	45,000	residents	1 per	55,000	residents	1 per	11,000	residents
61,000 - 99,000	1 per	10,000	residents -	1 per	8,000	residents -	1 per	14,000	residents -	1 per	2,000	residents -
	1 per	12,000	residents	1 per	9,000	residents	1 per	36,000	residents	1 per	4,000	residents
100,000+	1 per	10,000	residents -	1 per	8,500	residents -	1 per	19,000	residents -	1 per	22,000	residents -
	1 per	45,000	residents	1 per	100,000	residents	1 per	51,000	residents	1 per	64,000	residents
Chaleur Population = 33,942	1 per	6,788	residents	1 per	16,971	residents	1 per	33,942	residents	1 per	1,886	residents

**Figure 21: Range of Comparable Population-Based Standards - Indoor Recreation Facilities**

Based on the comparable population-based standards of provision, we have provided an overview of where the Chaleur Region fits in its level of service for indoor recreation facilities. The Chaleur Region has a relatively good standard of provision for indoor ice, curling, and gymnasiums, and a relatively average standard of provision for indoor aquatics.

Facility Type:	Chaleur Region		
	Relatively Good Standard of Provision	Relatively Average Standard of Provision	Relatively Poor Standard of Provision
Indoor Ice			
Curling Rink			
Indoor Pool			
Gymnasiums			

### 7.2.4 Outdoor Recreation Facilities

The following tables outline the current level of provision of selected outdoor recreation facilities for the Chaleur Region, with comparable standards (high and low range). The inventory developed by the Chaleur RSC does not currently include certain facilities, such as neighbourhood parks, multi-purpose trails, playgrounds, outdoor ice, and splash pads. While we have provided comparable standards for information purposes, a key recommendation of this Plan is for the Chaleur RSC to continue to grow the recreation facility inventory to include these categories.

Population	Soccer Fields			Tennis Courts			Ball Diamonds		
< 30,000	1 per	1,500	residents -	1 per	3,000	residents -	1 per	2,500	residents -
	1 per	8,000	residents	1 per	6,000	residents	1 per	4,500	residents
31,000 - 60,000	1 per	1,500	residents -	1 per	3,500	residents -	1 per	2,500	residents -
	1 per	3,000	residents	1 per	4,500	residents	1 per	3,500	residents
61,000 - 99,000	1 per	1,000	residents -	1 per	2,500	residents -	1 per	3,000	residents -
	1 per	4,000	residents	1 per	7,500	residents	1 per	5,000	residents
100,000+	1 per	2,000	residents -	1 per	3,000	residents -	1 per	1,500	residents -
	1 per	12,000	residents	1 per	4,500	residents	1 per	8,000	residents
<b>Chaleur Population = 33,942</b>	<b>1 per</b>	<b>5,657</b>	<b>residents</b>	<b>1 per</b>	<b>1,697</b>	<b>residents</b>	<b>1 per</b>	<b>2,121</b>	<b>residents</b>

Population	Outdoor Ice			Playgrounds			Splash Pads		
< 30,000	1 per	3,000	residents -	1 per	1,000	residents -	1 per	12,000	residents -
	1 per	4,000	residents	1 per	1,500	residents	1 per	16,000	residents
31,000 - 60,000	1 per	6,500	residents -	1 per	1,000	residents -	1 per	22,000	residents -
	1 per	17,500	residents	1 per	1,700	residents	1 per	26,000	residents
61,000 - 99,000	1 per	1,500	residents -	1 per	500	residents -	1 per	10,000	residents -
	1 per	15,000	residents	1 per	1,000	residents	1 per	30,000	residents
100,000+	1 per	3,500	residents -	1 per	1,000	residents -	1 per	17,000	residents -
	1 per	50,000	residents	1 per	1,500	residents	1 per	32,000	residents
<b>Chaleur Population = 33,942</b>	<b>1 per</b>	<b>6,788</b>	<b>residents</b>	<b>No Data</b>			<b>1 per</b>	<b>33,942</b>	<b>residents</b>

**Figure 22: Range of Comparable Population-Based Standards - Select Outdoor Recreation Facilities**

A review of Chaleur Region's current level of provision of outdoor recreation facilities indicates that it has a relatively poor standard of provision for both soccer fields and ball diamonds. The public survey did not indicate that residents feel their access to both soccer fields and ball diamonds is inadequate. Without booking data for these facilities, it is not possible to indicate their level of use. We recommend that the Chaleur RSC works with the constituent municipalities to develop a uniform booking system across the region for all indoor and outdoor recreation facilities, to improve the understanding of how these facilities are used.

Facility Type:	Chaleur Region			Notes:
	Relatively Good Standard of Provision	Relatively Average Standard of Provision	Relatively Poor Standard of Provision	
Soccer Fields				This does not include the region's two artificial fields. Including these would improve the level of provision to 1: 4,242 residents. This remains a relatively poor standard of provision.
Tennis Courts				A number of the region's tennis courts are in poor condition and not currently usable.
Ball Diamonds				

Population	Parks			Trails		
< 30,000	1 ha pe	400	residents -	1 km pe	50	residents -
	1 ha pe	800	residents	1 km pe	2,200	residents
31,000 - 60,000	1 ha pe	150	residents -	1 km pe	950	residents
	1 ha pe	350	residents	1 km pe	3,050	residents
61,000 - 99,000	1 ha pe	50	residents -	1 km pe	550	residents -
	1 ha pe	200	residents	1 km pe	650	residents -
100,000+	1 ha pe	150	residents	1 km pe	550	residents
	1 ha pe	400	residents	1 km pe	800	residents
Chaleur Population = 33,942	No Data			1 per	340	residents

Figure 23: Range of Comparable Population-Based Standards - Select Parkland

### 7.3 Target Standards

This Plan establishes target standards of provision as appropriate for various types of facilities as a general guideline for determining present and future facility needs based on population thresholds (i.e. the number of people per type of facility). Provision standards have been established based on an evaluation (where possible) of:

- Current standards of facility provision in the Chaleur Region, on the basis of population;
- Community and user group demand for, and utilization of, recreation facilities as determined throughout consultation and through historic utilization statistics; and
- Standards of facility provision in other comparable communities.

**Figure 24: Current and Target Standards of Provision**

Facility Type:	Current Standard of Provision:	Proposed Target Standard of Provision:	Notes and Implications:
<b>Indoor Ice</b>	1: 6,788 residents	1: 7,000 residents	The region would require less than at present and could likely functionally support one less ice pad. The region currently houses 5 ice pads.
<b>Indoor Pool</b>	1: 33,942 residents	1: 40,000 residents – as a typical standard. Adoption of the standard demonstrates the importance of regional population to support a facility of this nature	No additional facility required.
<b>Curling Rink</b>	1: 16,971 residents	Specific to community demand.	No additional facility required.
<b>Gymnasiums</b>	1: 1,886 residents	Included within the region's schools.	No additional facility required.

Facility Type:	Current Standard of Provision:	Proposed Target Standard of Provision:	Notes and Implications:
<b>Soccer Fields</b>	1: 5,657 residents (natural) 1: 4,242 residents (total)	1: 4,000 residents	While this standard is relatively low compared to communities of a comparable size, the standard appears to work for the community based on feedback from the public and online surveys. The proposed target of provision results in a possible addition of 0.5 (rounded to 1) field. This would logically be developed in conjunction with existing fields to facilitate tournament play.
<b>Tennis Courts</b>	1: 1,697 residents	1: 1,697 residents (maintain current inventory)	Maintain the current inventory of tennis courts: Survey responses indicated these facilities are popular with residents.
<b>Ball Diamonds</b>	1: 2,100 residents	1: 2,100	Ball user groups indicated they sometimes experience difficulty booking sufficient time at the region's existing ball diamonds
<b>Outdoor Ice</b>	1: 6,800	Specific to community demand.	The provision of outdoor ice is specific to community demand, and can vary year to year. No specific standard is applicable, rather, municipalities should work with resident associations to assess demand annually.
<b>Playgrounds</b>	No data	<b>Urban Core:</b> One age-appropriate playground within ten minutes walking distance of each residence without crossing a major road.  <b>Towns/Villages:</b> One age-appropriate playground in each neighbourhood park.  <b>Rural:</b> No set standard.	Seek application of best practice principles of: (1) provision of facilities serving neighbourhood needs in existing parkland. (2) replacement as needed of existing facilities based on age and condition. (3) cater to specialized community wide facilities such as skateboard parks by co-locating with play structures in larger city and region servicing parks.

Facility Type:	Current Standard of Provision:	Proposed Target Standard of Provision:	Notes and Implications:
<b>Splash Pads</b>	1: 33,942 residents	<b>Urban Core:</b> 1: 2,500 youth under 14  <b>Towns/Villages:</b> 1 splash pad per community in main municipal park, for communities with a population greater than 5,000.  <b>Rural:</b> No set standard	The current standard of provision in the urban core (City of Bathurst) is 1: 1,515 youth under 14. No additional splash pad facilities are expected to be required. The Towns and Villages of the Chaleur Region are relatively small in terms of a population base. No investment in splash pads is expected based on population forecasts. Apply best practice principles to reinvestment in existing play structures to include innovations in water play structures servicing local neighbourhoods.
<b>Parkland</b>	No Data	No set standard	Unlike in more built-up areas of the country where municipalities set target standards of parkland acquisition, Chaleur residents have an abundance of parkland and open space for recreational and leisure purposes. A set per capita standard for parkland does not apply in this setting.
<b>Trails</b>	1km per 340 residents	No set standard	The development and provision of trails is based on (a) the availability of land for these purposes, and (b) community preference for trail development. There is no set standard, however this Plan notes that trail development is, and should continue to be, a priority in recreation planning in the region.



## 7.4 Stated Needs

Key stated needs from the consultation conducted for this plan are provided below:

Location	Facility/Facility Type	Stated Need
Belledune	Skatepark	<ul style="list-style-type: none"> <li>A sign that is visible from the road to improve use.</li> </ul>
Petit-Rocher	Petit Rocher Arena	<ul style="list-style-type: none"> <li>Improved heating system;</li> <li>Renovation/modernization</li> <li>Improve accessibility; and</li> <li>A new indoor walking track.</li> </ul>
	Petit Rocher Sportsplex	<p><b>Soccer:</b></p> <ul style="list-style-type: none"> <li>A club house at the soccer field;</li> <li>Maintenance of the artificial field to protect its integrity;</li> <li>Night lights at the artificial soccer field.</li> </ul> <p><b>Tennis:</b></p> <ul style="list-style-type: none"> <li>Wind protection for the tennis courts;</li> <li>A turf tennis centre with a clubhouse;</li> <li>A basketball court by the tennis courts.</li> </ul>
	Petit Rocher Community Centre/Room	<ul style="list-style-type: none"> <li>Organize programming for seniors</li> </ul>
	Petit Rocher Beach Park	<ul style="list-style-type: none"> <li>Construct a splash pad;</li> <li>Conduct maintenance at the beach volleyball court</li> </ul>
Bathurst	K.C. Irving Regional Centre	<p><b>Walking Track:</b></p> <ul style="list-style-type: none"> <li>Longer opening hours for the walking track during the summer; and</li> <li>Remove user fee to walk at the walking track.</li> </ul> <p><b>Arena Building:</b></p> <ul style="list-style-type: none"> <li>Add a dumping station; and</li> <li>Increase the quantity of garbage cans by back trail.</li> </ul> <p><b>Skate Park:</b></p> <ul style="list-style-type: none"> <li>Promote awareness of this facility to increase usage.</li> </ul>
	Youghall Beach Park	<ul style="list-style-type: none"> <li>A new or improved playground facility;</li> <li>Improved cycling access.</li> </ul>

Location	Facility/Facility Type	Stated Need
	Coronation Park	<b>Tennis Courts:</b> <ul style="list-style-type: none"> <li>Rehabilitate the tennis courts;</li> <li>Convert the tennis courts into pickleball courts;</li> </ul> <b>Ball Diamonds:</b> <ul style="list-style-type: none"> <li>Improved maintenance of the ball diamonds (uneven surface);</li> <li>Add permanent washrooms;</li> </ul> <b>Parking and Operations:</b> <ul style="list-style-type: none"> <li>Increase parking;</li> <li>Keep lights on past 10pm in the winter;</li> </ul> <b>New Facilities:</b> <ul style="list-style-type: none"> <li>A new chalet for the cross-country ski club;</li> <li>Add basketball courts;</li> <li>Add an access ramp to the river;</li> <li>Add an indoor skate park;</li> <li>Develop a skating trail through the forest.</li> </ul>
	Bathurst Aquatic Centre	<ul style="list-style-type: none"> <li>Parking is a serious issue that needs to be addressed, given that it is nearby Coronation Park and Bathurst High School.</li> </ul>
	Bathurst Curling Club	<ul style="list-style-type: none"> <li>Put heaters in the ice shed.</li> </ul>
	Bathurst Dog Park	<ul style="list-style-type: none"> <li>Permanent water source;</li> <li>Maintenance on the gates to improve security.</li> </ul>
	Centennial Park:	<ul style="list-style-type: none"> <li>Resurface the tennis courts.</li> </ul>
	New Facilities for Bathurst:	<ul style="list-style-type: none"> <li>Cycling lanes on some roads;</li> <li>A few community room for youth sports;</li> <li>A multi-use facility with both indoor and outdoor activities, like a YMCA;</li> <li>A true outdoor running track;</li> <li>A field turf facility;</li> <li>A squash and racketball court.</li> </ul>
<b>Beresford</b>	Beresford Arena	<ul style="list-style-type: none"> <li>Continue with the renovations to improve the look of the arena.</li> <li>Renovate the washrooms and change rooms to improve functionality.</li> </ul>

Location	Facility/Facility Type	Stated Need
	Beresford Beach Park	<ul style="list-style-type: none"> <li>Paved walking path instead of gravel to allow for roller blading and other activities that require pavement.</li> </ul>
	Beresford Ball Diamonds	<ul style="list-style-type: none"> <li>Replace older benches that are in disrepair.</li> </ul>
<b>Nigadoo</b>	Nigadoo Sportsplex	<ul style="list-style-type: none"> <li>Replace lights to improve visibility in the facility.</li> <li>Resurface the ball diamond to improve safety and quality of play.</li> <li>Maintain the tennis court to allow residents to use this facility.</li> </ul>
<b>Pointe Verte</b>	Parc Atlas	<ul style="list-style-type: none"> <li>Construct shelters/huts for the outdoor skating facility.</li> </ul>
	Additional Facilities for Pointe Verte	<ul style="list-style-type: none"> <li>An indoor pool</li> </ul>
<b>Robertville</b>	Soccer field	<ul style="list-style-type: none"> <li>Improved maintenance to improve quality of play.</li> </ul>
	Additional Facilities for Robertville	<ul style="list-style-type: none"> <li>A tennis court</li> </ul>
<b>North Tetagouche</b>	Additional Facilities for North Tetagouche	<ul style="list-style-type: none"> <li>An outdoor ice rink</li> </ul>

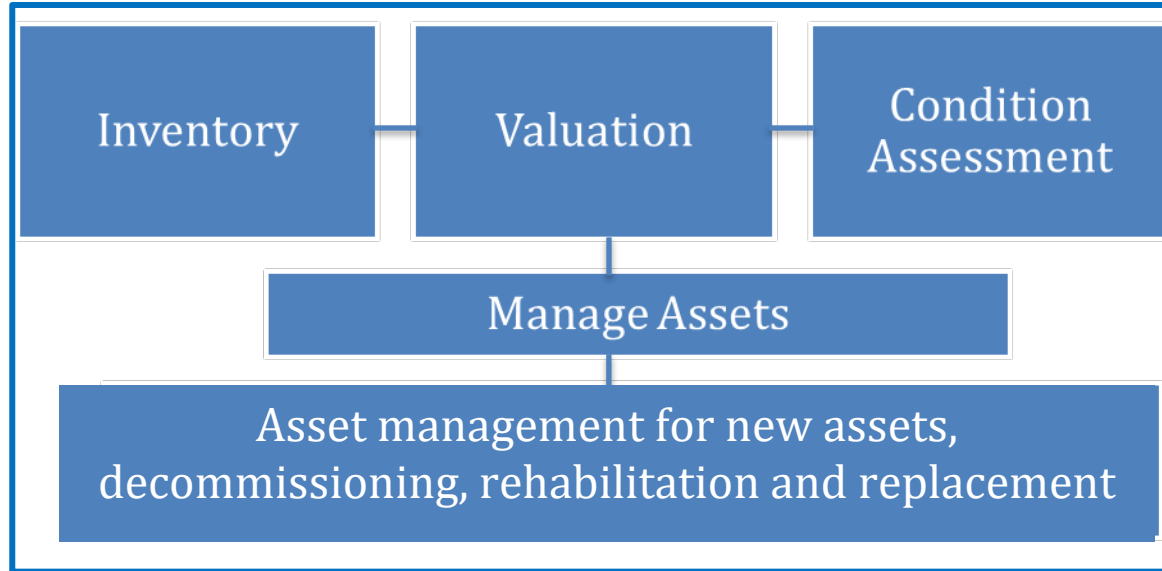
## 8 An Asset Management Approach

The municipalities of the Chaleur Region do not currently undertake community hard and soft asset infrastructure planning which follows the principles of PSAB 3150 (Public Sector Accounting Board) practices for asset management and accounting. The intent of public asset management is to assess, maintain and improve or decrease a predetermined level of service based on a range of requirements: available resources, legislative and regulatory requirements, asset conditions and sustainability, and public expectations.

### 8.1 It starts with an Inventory

Asset management is therefore not about creating a static inventory or data system but how this information is used in decision-making. In the context of recreation planning a central theme of this plan is the adoption of a regional asset management framework for the decision-making regarding investment and disinvestment in recreation assets as well as regional cost sharing.

The RSC has created a recreational asset inventory and while it is not complete, it represents the first regional inventory of assets. The work to continue to build that inventory should continue. In order for an asset management approach to come to fruition, this will require the involvement of the owners of the assets – the municipalities and LSDs in which the recreational assets are located. The inventory should be fully developed with all assets and this should include other institutional assets such as school board and institutional assets which are open to the public. This will require these agencies to be willing participants in both an inventory process as well as developing the asset management strategy around these public sector facilities. This is an ambitious aim and one that can only develop over time. However, the first step has been taken and a key recommendation of the plan is for all municipal partners to work with the RSC to further confirm and complete the inventory of assets and undertake analysis necessary as part of asset management. This is explained further below.



*Appendix C includes estimates of condition and lifecycle costs based on information available. However, for most facilities there is limited information on condition, construction year and value.*

### 8.1.1 Valuation and Condition Assessments

The inventory represents a dynamic portfolio of infrastructure and usage that collectively represents the level of service in the region. It can be broken down by asset class (type of facility) to provide a more meaningful assessment of level of service. The target standards for provision of facilities established in this plan represent one measure of service level – others include quality of facilities, functionality, public satisfaction, age and depreciated value.

The municipal partners should each undertake an assessment of value of their assets (on both a replacement and depreciated replacement value basis). The RSC cannot be expected to undertake this in-house but funding could be made available for a co-ordinated and phased consulting exercise to provide valuation relevant for asset management purposes. This would need to be cost-shared among the partners to such an exercise (whether this is some or all of the communities), with significant savings expected compared to the alternative of each municipality undertaking its own asset valuations over time.

Separate and apart from valuation, the existing documented deferred maintenance schedules for each and every facility are required – if they don't exist, it is the recommendation of this plan to conduct an assessment of deferred maintenance needs as well as life cycle replacement need (major capital repairs planned). Often to do this, a building condition assessment is required, and certainly for the major built assets.

This plan recognizes the potential cost to undertake the above. More opinion-based assessments of priority repairs and replacement, as well as expected functional life is acceptable, as long as the RSC oversees this through a standing committee which creates an agreed approach to assessing condition and priorities for spending. The municipalities will need to cede some control of this prioritization to the RSC standing committee if this regional approach to asset management is to be successful. Recommendations for Governance of the Regional Plan are provided later in the plan.

Recreational and Community Asset Investment Planner											
Asset Investment Needs											
Category: Major Repair and Replacement											
Exclusions:											
1	Deferred Maintenance										
2	Small Capital Repair and Replacement: less than \$50,000										
3	Net of any private investment contributions (including naming rights, or capital contributions through public-private partnerships)										
Item	Project Class	Name	Municipality / LSD	Asset Age (Commissioning Date)	Asset Condition	Planned Investment (Document where planned investment known)				Estimated Replacement Date Document this where no planned investment is presented	
						Period: Years 1-5	Period: Years 6-10	Period: Years 11 +	Total	Estimated Cost	Estimated Year
1	Fields	e.g. XXX Fields			e.g. State FCI or refer to published document (hyperlink)	Insert Total - \$	\$	\$	\$	\$	\$
2		e.g. Irving Centre			e.g.						
3		e.g. xxx Soccer Field									
4		e.g. Parkette									
5		e.g. Community Hal									
6											
7											
8											
....100											

### 8.1.2 Asset Management Outcomes

Asset management is a decision-making tool. If regional collaboration fails to generate an agreed upon statement of future costs by facility, including agreement on decommissioning facilities and investing in new assets, there is little value in the RSC standing committee generating a priority sequence of recreation asset capital expenditure. The decisions to spend rest with the owners of the facilities – the options for cost sharing expenditures represent an outcome of this asset management planning tool.

This plan is a start – not a complete solution. Once the regional picture of asset investment over the long term is agreed, the parties have the option to assess the regional versus local benefit of each asset. From that, the stage is set for a meaningful implementation of future cost sharing for planned (and agreed) capital expenditures.

This may not be a solution for the entire Chaleur Region – it may only be a collaborative effort between two communities-of-interest. If so, this still provides the Province with clear evidence of sub-regional collaboration, therefore warranting greater recognition by the Province in its capital funding decisions. Even aside from the upper tier government funding, a collaborative approach will save each partner municipality both capital and operating dollars.

In an ideal state, the result of the exercise will be a marriage between existing asset management and the recommended facility investment identified in this plan to create a regional level of service expectation over the next 5 to 10 years. The result of that can be an estimate of the annual average life cycle investment (AALCI) which the communities of the Chaleur Region will need to fund – either individually, in partnership with each other, or with leveraged funds from government.

Asset management processes do not result in cost sharing formula – they inform them. Understanding the expenditure needs of an urban facility will not solve the problem of the LSD or neighbouring municipality whose residents use the facility but who contribute nothing to capital or operating costs other than what is achieved through their subsidized user fees. However, effective solutions to cost sharing can't exist unless a long-term regional asset management framework is in place.

## 9 Regional Plan

### 9.1 Setting the Vision for Recreation in the Chaleur Region

The vision for the development of recreation in the Chaleur Region is:

**Enhancing quality of life, health and wellness, and enjoyment of recreation by residents of the Chaleur Region.**

This vision will be achieved through a collaborative approach to new and renewed recreation facilities and services based on principles of equity of access, collaboration among service providers, user groups and Local Service Districts, as well as a deliberate and collaborative approach among these partners to planning for investment, cost sharing and finding efficiencies in service delivery.

### 9.2 Goals and Objectives

#### **Goal 1: Renewal of Infrastructure to Enhance Quality of Life for Residents, Functional Efficiency, and Financial Sustainability**

*Objectives:*

- To ensure long-term capital planning for infrastructure renewal as a principle of operational sustainability and efficient facility maintenance;
- To enhance, where feasible and fiscally sustainable, the life of existing facilities;
- To consider alternative facility delivery and operating models;
- To plan for infrastructure renewal at a regional scale to maximize available capital, and avoid duplication of effort.

#### **Goal 2: Promote Health, Wellness and Active Living**

*Objectives:*

- To promote physical activity as a way of life through programming and education of target groups;
- To offer opportunities for participation in recreation for all members of the community, regardless of age, ability, ethnicity, or income;
- To ensure passive and active recreational opportunities are accessible through a range of unaffiliated activities (e.g. trails);
- To engage the Local Service Districts to provide a range of localized programming within their own communities (through the development of a local volunteer base or joint programming with municipalities, supported by the RSC).



**Goal 3: Maximize Access to Recreational Opportunities, Programs and Services***Objectives:*

- To increase public awareness of recreation facilities, programs, and events across the region through a regional approach to recreation planning.
- To provide support to sport and recreation groups across the region through a range of means including tournament development (sport tourism), ice allocation, and volunteerism.
- To improve physical access to recreation through alternative and informal outdoor opportunities.
- To leverage the regional trail system to maximize physical access to recreation facilities for all residents.

**Goal 4: Improve Value for Money***Objectives:*

- To recognize the economies of scale in investing in recreation as a regional endeavour;
- To recognize investment in recreation as economic development;
- To ensure efficient investment in recreational infrastructure which maximizes facility benefits to residents and visitors;
- To leverage investment in new and existing facilities for enhanced utilization and revenue generation;
- To ensure sustainable investment in modern amenities which expand opportunities for multi-use program opportunities and event hosting.

**Goal 5: An Improved, Coordinated, and Integrated Recreation Service Delivery System***Objectives:*

- To develop, maintain and enhance effective, efficient, and formal partnerships for program development, service delivery, and facility maintenance;
- To enhance communication and collaboration between municipalities, school boards, and other public and private stakeholders to ensure the development of equitable and efficient planning, policy and facility use mechanisms and protocols.

**Goal 6: Develop the Sport Tourism Mandate***Objectives:*

- To enhance opportunities for the Chaleur Region to host regional and provincial tournaments;
- To enhance opportunities for sport tourism through the development of modern recreation amenities;
- To increase overnight stays in the Chaleur Region through linked events (tournaments, festivals, fairs etc.);
- To market the Chaleur Region as a provider of high quality recreational facilities and experiences for north-east New Brunswick, and for the province as a whole.

**Goal 7: A Connected System of Parks and Trails that Maximizes Natural Assets and Defines the Chaleur Region as a Leader in Connections with Nature***Objectives:*

- To continue the development of the region's trail network as a tool to link communities;
- To enhance the region's existing trails to accommodate a range of recreational opportunities.

These goals and the specific objectives of each are implemented through a series of recommendations addressing both recreation needs and a regional framework within which to make decisions about recreation. While recreation service is a local matter, the organization and management of key decisions should and can be regional in nature.

## 10 Regional Plan Recommendations

### 10.1 Indoor Ice

#### 10.1.1 Ice Strategy

Use of indoor ice is regional in nature, but it is operated on a local basis. The strategy for sustainable provision of affordable indoor ice must be based on a regional operating partnership. The nature and scale of that partnership will be determined by the communities as this plan is implemented but the premise of this plan is that all communities recognize the special, regional status of indoor ice facilities.

Despite the possible operational justification for decommissioning one ice pad in the region, such decommissioning is not likely to be supported by a majority of recreational facility users. This plan does not recommend the closure of any ice arena nor the repurposing of ice surfaces during the plan period.

The proposed ice strategy is to retain and invest in the existing suite of arenas in the region justified on the following basis:

- a. The importance of the KC Irving Centre to the region as a significant sunk cost which potentially provides significant benefits to the region as a whole;
- b. The KC Irving Centre is the newest facility in the region.
- c. The importance of the Beresford Arena to existing ice utilization, and continued investment planned for that facility;
- d. Recognition of the importance of Petit Rocher Arena to the development of the recreation campus as a whole, and the commitment of significant time and effort to date in planning for expansion to service multiple users including a range of outdoor uses; and
- e. The importance of Belledune as a service hub in the north of the region.

Decommissioning ice in response to current or even future utilization without a plan to improve to the recreational offer through investment in new facility types is unlikely to be supportable at the local level. As a result, the aim of regional co-operation would likely fail. The focus of this plan is regional co-ordination, and the opportunity exists to establish a regional ice strategy to improve customer satisfaction, cost efficiencies and future planning for ice needs.

Only if a regional approach is deemed to work as a result of the satisfaction of the municipalities in adopting such an approach, could there be meaningful discussion of ice facility rationalization. A unilateral decision by the City of Bathurst to repurpose its second rink would not undermine this regional approach but is unwarranted for a number of reasons. The solution of the city's need to reduce the deficit related to its second ice pad is part of the recommendations of this plan.

### 10.1.2 Recommendations

#### Recommendation 1:

Each municipality should continue its current planning for investment in its arenas.

#### Recommendation 2:

**The City of Bathurst should not contemplate the repurposing of the second ice surface at the KC Irving Centre on the basis of lower than desired utilization.** The KC Irving Centre is a regional asset, the only twin-pad facility in the region and a major opportunity for hosting sporting events. The venue is important to the development of sport tourism which is a goal of this plan.

#### Recommendation 3:

While ice use is regional, an equitable distribution of ice arenas is important in the region. This also recognizes that facilities such as that at Belledune serve communities outside of the Chaleur RSC. **It is recommended that all existing ice arenas be maintained and provided with required investment to ensure their continued use over the plan period.**

#### Recommendation 4:

**As described in the cost sharing recommendations of this plan, the RSC should oversee the full and complete development of an asset management framework for all recreation facilities.** This is a primary input to the future planning for recreational investment during and beyond the plan period. To accomplish this, the RSC will need to work collaboratively with staff of each municipality and LSD representatives/GNB personnel to develop a work plan and timeline for reporting asset conditions, value, and required investment needs. From this, a regional framework for investment can be developed.

#### Recommendation 5:

**Working with local municipal partners and representatives of the user groups, the RSC should work to transition ice allocation policies and procedures from the current practice of allocation by each individual municipality, to a regional allocation policy.** This will take several years to achieve and is best undertaken as a series of incremental adjustments to current practices and preferences of individual user groups. The single aim of this allocation framework is to secure buy-in to the concept that ice usage is regional in nature, the most appropriate organizational response is a regional allocation framework.

This plan does not advocate the merger of user groups, all of which have a rich history rooted in their communities, and such change can only be driven by the groups themselves. However, an allocation framework that allocates ice time across the region is required to improve overall satisfaction with allocation and to smooth out the perceived limits on available ice time in Beresford and Bathurst facilities. This will require a change of practice by the groups, but overall drive times will not be impacted if the allocation process is fair and equitable and subject to detailed consultation and monitoring.

Without a willingness to allocate regionally and enable the RSC or an appointed municipality (on a rotating basis) to control that process, the feasibility of cost sharing and practical responses to future planning needs for investment and disinvestment will remain rooted in the communities, with all of the inherent limitations this includes.

In short, a regional process will improve value for money for both the facility provider (municipality) and consumer (user groups) but it comes at the cost of opening up control of ice allocation to a collective approach.

**In order to achieve what in effect amounts to a redistribution of revenue, this will require the following:**

- **A cost sharing strategy for existing operations (in part or in whole);**
- **A full regional approach (as opposed to sub-regional approaches of the past); and**
- **Commitment to cost-share capital investment approved at the regional level.**

#### **Recommendation 6:**

The adoption of a regional approach to both ice allocation and cost-sharing should ultimately be the reduction of net deficit in each facility or other negotiated benefits as may be derived through regional cost-share negotiations. This is not easy, and will take a number of years to develop a stable and agreeable plan. Efforts will be required to consult all community members and present projections of financial impacts as a basis for justifying the change in culture which is the central theme of this plan. Rule such a change out and there is no regional plan.

**In order for this to succeed, this plan recommends an approach to cost sharing not on the basis of capacity to pay (either property assessment or population or a combination) but on the basis of usage.** The regional ice allocation is the basis for creating a defined picture of regional (non-local) use of each facility as a basis for cost sharing for each individual facility independent of the others.

This does not equate to a single pot for all costs and revenues for all facilities combined and a redistribution of revenues and costs based on usage. That is the Regional Facilities Commission (RFC) approach in Greater Saint John and applies to facilities defined as entirely

regional. Removing operational control of community assets from individual municipalities is not tenable. This plan therefore does not remove the financial responsibility for facilities from the individual municipalities. It also does not alter the rights of each municipality to operate its facility based on its own current practices (although over time, the approach to operations, staffing, cost control and maintenance standards, etc. should all be subject to consensus through regional standing committee). What it does require however, is a willingness of each community to cost-share facilities outside of its jurisdiction, and in the future potentially invest in facilities beyond its borders – all on the basis of defined usage.

Long term, the development of a formula for operational cost sharing may result in an average cost per non-local user in each facility based on agreed operational cost ranges for given cost centres, adjusted for particular differences between facilities that are known and agreed to. While this all sounds highly complicated, in reality it is not – it first requires buy-in to the concept that each party will receive a net benefit from operational cost-sharing. Then secondly, it requires buy-in to a process to defining the most appropriate way to set a cost for a non-local user and apply that to each facility.

#### **Recommendation 7:**

**The RSC should be the body to undertake all of this regional planning, reporting to a regional committee comprised of municipal and LSD members which in turn will seek approval from their respective councils.**

This plan does not support a sub-regional approach to indoor ice arenas.

## **10.2 Indoor Aquatics**

### **10.2.1 Indoor Aquatics Strategy**

The region is currently served by one indoor aquatic facility. Built in 1983. According to the City of Bathurst, the facility will likely require replacement in the next 10-15 years. At current, cost estimates for a typical pool complex with additional ancillary space, excluding land and any extraordinary site-related development costs, are in the order of \$17.5 to \$22.5 million.

The Region benefits from a dedicated indoor aquatics facility. This means that a large rural service area also benefits from this asset which is typically only found in larger urban centres (30,000+ population). Currently there is no regional or sub-regional cost sharing for the aquatics facility. Indoor aquatics facilities often carry the highest deficits for any type of recreational asset. However, when compared to other assets in terms of the number of participants using indoor pools, the cost per user is often not significantly higher than that for indoor ice arenas.

The pillars of the plan for aquatics are as follows:

1. Recognize and protect the aquatics centre as an important element of the quality of life for residents across the region.
2. Accordingly invest in life cycle replacement as necessary.
3. At 33 years of age, commence planning and cost-sharing solutions for a new aquatics facility predicated on a new facility within 10 years.
4. Adopt the principles of co-location and multi-use in defining the future concept for aquatics. This should include consideration of the potential for the development of a multi-use recreation complex, with the location subject to detailed analysis and discussion with all municipal partners.
5. Cost-sharing: regional cost sharing of existing operational deficits should be implemented in the short-term.
6. Cost sharing for capital replacement of the existing facility should include all communities (municipalities and LSDs) within the Chaleur RSC.
7. Cost sharing the operating deficit of a new aquatics centre is as important as cost-sharing the capital cost. Whereas the capital costs will likely be funded in part by grants from upper levels of government, operating costs are likely to receive little or no offsetting annual grants. Operating costs for a facility over its expected functional life can easily exceed the capital costs of construction.
8. Adopt a partnership approach to development and operations: in addition to considering co-location with other recreational assets, the opportunities should be explored for partnerships with the schools boards in respect to both capital cost sharing and operating cost sharing for a new facility. Typically, access by the schools to municipal pools is heavily subsidized and may even involve free use by the schools. The opportunity in this plan is to undertake full and deliberate discussions with all prospective partners including the schools, colleges (as the future may allow) and non-profit organizations such as the YMCA. The aim is to determine the range of options open for consideration **other than the traditional standalone municipal facility designed, funded and operated by the City**. A new and innovative approach is required for any aquatics replacement plan.

## 10.2.2 Recommendations

### Recommendation 8:

**Undertake a new facility condition assessment for the existing pool as a basis for asset management and future facility replacement planning.**

### Recommendation 9:

**Contingent on the condition assessment, itemize the long-term planning for a replacement aquatics centre as a task of the Chaleur RSC Recreation Leadership Assistant.** The replacement of the aquatics centre should involve research and discussion at the regional

standing committee related to all aspects of replacement including location, multi-use opportunities, partners and funding, as well as cost-sharing.

**Recommendation 10:**

The role of the RSC is to progress the debate around options and cost-sharing to a point where investment in consulting expertise to define concepts, quantify costs and establish financial feasibility is worthwhile. Above all, for this project to qualify for enhanced Provincial capital funding, a regional approach is required to both concept development and planning for the new facility. **As such, the RSC must take the lead in establishing consensus among the municipal and LSD partners as to the range of options and cost shares structures.**

Planning for replacement and effective cost sharing including the LSDs which surround Bathurst will require renewed attention to evidence gathering as to usage of the facility.

**Recommendation 11:**

**It is recommended that the City of Bathurst implements a data collection system for program and drop-in registration that includes the home/resident community of all users of the aquatics centre.** Currently there is no tracking of the origin of pool users. The collection of this information over a period of several years will be important to justifying the basis for cost-sharing existing and future operating cost deficits.

The public survey which informs this plan clearly shows that the use of the pool is regional and involves all communities. It will be important to provide longitudinal data series (years of data) which demonstrates the region-wide use.

The Bathurst Aquatic Centre is a facility that is used region-wide. Bathurst is not only the urban centre of the region, geographically it is also the logical geographic centre of the region. Given that Bathurst serves the region in terms of a recreation offer:

**Recommendation 12:**

**The operating costs of the current facility (or alternatively the annual operating deficit) should be borne region-wide.** The cost sharing formula for this facility is provided in the relevant section of this plan.



**Recommendation 13:**

Unlike arenas which are characterized as being multi-locational across the region, the aquatics centre is a single facility serving an entire region and has done so since it first opened. **It is therefore recommended that the operating deficit cost sharing formula for this facility in the near term be based on population.** In the long term, with more complete and RSC- approved usage data for the pool, the municipalities and LSDs could agree to move to an alternative cost sharing model that factors in origin of users in addition to population distribution.

**Recommendation 14:**

**The plan does not recommend the use of assessment data as this represents a measure of “capacity to pay”.** In recreation facilities, particularly those which currently exist, the aim is not to turn the landscape of cost responsibility upside down, but to improve equity in the allocation of cost responsibility – basing this on population and/or actual use is appropriate. Adding in “capacity to pay” represents a different philosophy and may be more suited to cost sharing for future facilities that have not yet been built.

**Recommendation 15:**

It is not viable to implement (by RSC Board approval) a plan to cost-share 100% of the aquatic centre deficit in year 1. **The aim of this plan is to embark on change, and not necessarily achieve full implementation of cost-sharing within the short-term. As such, a flexible approach to the timing and means of implementing this cost-sharing of operational costs is important. The particulars of this flexible approach can only be worked out through regional standing committee but we recommend the following:**

- a. Transition to cost-sharing the deficit in a phased manner – e.g. open up 25% of the deficit to be cost-shared in year 1, 50% in year 2, 75% in year 4 onwards; or
- b. By agreement, open up a maximum of 50% of the annual deficit to be cost shared and develop an agreeable phasing plan to implement this mechanism over time.

**Recommendation 16:**

**It is recommended that cost-sharing approaches for operational deficits for arenas and the pool be kept separate from one another.**

**Recommendation 17:**

**As guidance to future planning, it is recommended that the cost share formula for a replacement facility take into account the full range of options including formula which include weighted assessment in addition to population, and include full accounting for those elements of a multi-use facility which are regional in nature (e.g. aquatics) versus local in nature (e.g. gymnasium, meeting rooms, fitness facility, etc.).**

## 10.3 Other Facility Types

### 10.3.1 Curling

The provision of curling rinks is typically based on expressed community need. The region is served by two curling clubs (Bathurst, Beresford). The Beresford curling facility underwent significant renovations in 2012 and as such is unlikely to require additional upgrades over the plan period. The condition of the Bathurst Curling Club is unknown.

**Recommendation 18:**

**The municipalities should each continue to maintain the region's two curling facilities, monitoring utilization to ensure that they remain well-utilized, and therefore a valuable investment for the municipalities.**

### 10.3.2 Public Gymnasium

Gymnasiums are primarily provided to Chaleur residents through the region's school system. User groups that use the gyms indicated that they largely have sufficient access to these facilities for their needs. The majority of gymnasia are located in Bathurst, while gyms at schools in the other municipalities and several of the principal communities in the LSDs also offer these facilities.

**Recommendation 19:**

**The provision of gymnasiums should remain primarily a responsibility of the local school boards in the Chaleur Region.**

**Recommendation 20:**

**The main thrust of regional efforts should be to ensure that public and user group access to these school gymnasia is maximized. The RSC should therefore monitor through partnership with the school boards the nature and extent of utilization of these spaces. Given**

the currently strong community use of school facilities, the RSC should support those municipalities interested in assuming a greater role in the management and booking of school board gyms and sports fields in return for enabling greater access and programming by the municipalities or their delivery agents, where possible and appropriate.

**Recommendation 21:**

The RSC Recreation Leadership Assistant should oversee the development of regional capacity building to maximize program development (through community volunteers) utilizing the resources of the schools and in particular the gym spaces.

**Recommendation 22:**

Future planning for the aquatics centre should include consideration of double gymnasium and/or indoor field house uses to improve the range of facilities under the control of the municipal sector.

### 10.3.3 Indoor Soccer / Indoor Field House Uses

The Nigadoo Sportsplex is a valuable facility that is well used by soccer groups year-round, and more generally by residents for the walking track. The facility is an aging converted arena with an indoor soccer facility and walking track.

The development of new, modern indoor soccer facilities is often undertaken by not-for-profit groups (the user groups themselves in partnership with others) or the private sector in the larger communities. This plan maintains an appropriate role for the municipal sector by maintaining existing indoor facilities and contemplating the addition of new field house uses as part of a multi-use recreation complex developed over the long-term. That facility would house the new aquatics centre as well as dry-land uses such as gymnasias and a field house.

**Recommendation 23:**

The municipality needs to conduct a fulsome building condition assessment of the Nigadoo facility to identify required capital upgrades over the next ten years. The RSC should coordinate this assessment based on a standardized approach for all facilities.

**Recommendation 24:**

As a facility that is utilized on a regional basis, the RSC should work with the facility booking manager to ensure that booking data is collected on a weekly basis that includes (a) duration of booking, and (b) home constituency of booking groups.

**Recommendation 25:**

**As a regional facility, capital upgrades to the facility should be considered as part of the mandate of the regional standing committee and if approved cost shared between regional partners.**

The artificial field at ESN/Petit-Rocher Arena is a valuable facility that has the benefit of being co-located with a full-size outdoor natural soccer field. There was some community interest in a club house for the soccer facility. There was also expressed interest in lighting at the artificial field to extend the period of play.

**Recommendation 26:**

**Identify opportunities to provide space for local soccer groups within the existing plans for capital expansion of the arena facility, rather than the development of a standalone club house.**

**Recommendation 27:**

**Invest in lighting at the artificial field. As a facility that is used on a regional basis, this investment should be subject to a regional cost-sharing formula.**

#### 10.3.4 Outdoor Soccer Fields

While the population-based standard of provision of soccer fields is relatively low compared to other communities across Canada, the public and user-group that responded to the surveys indicated that residents are largely satisfied with the level of provision.

**Recommendation 28:**

**To allow the soccer groups to continue to grow their sport as per their vision, this plan recommends that the region adopts a target of 1 soccer field per 4,000 residents.** This would result in the need for an additional soccer field. This would logically be developed in conjunction with existing fields to facilitate tournament play. This could occur in conjunction with the redevelopment of the Petit-Rocher Arena, or alternatively within the development of any additional municipal park over the Plan period.

### 10.3.5 Ball Diamonds and Multi-Use Fields

Standards of provision are in line with communities (on a regional population basis) of a similar size. Community consultation suggests that for some facilities there are booking constraints.

**Recommendation 29:**

**The RSC, working with municipal staff, should monitor the utilization of all ball diamonds over time.**

**Recommendation 30:**

**The local municipalities should respond to resident concerns over maintenance and amenities at existing fields.** These are not atypical concerns and many municipalities respond through the development of a prioritized list of maintenance improvements and capital planning for additional facilities such as washrooms.

**Recommendation 31:**

**It is recommended that the RSC co-ordinate the condition assessment as part of the asset management reporting process for all outdoor fields under municipal control.**

**Recommendation 32:**

**The supply of ball diamonds should be maintained.**

### 10.3.6 Tennis Courts

Outdoor tennis courts provide a valuable amenity to many residents including opportunities for informal use of the tennis courts by residents for general, unstructured recreation use. This may include formal games or tennis or use for other related sports such as pickleball.

**Recommendation 33:**

Residents who responded to the survey identified the importance of tennis courts as local amenities. They also noted that many are in need of repair and improved maintenance. **The municipalities of the region should invest in their facilities by first conducting asset condition assessments, and subsequently establishing the costs of reinvestment in the courts, and equipment.**

**Recommendation 34:**

Municipalities should consider the potential for the development of multi-use opportunities for these courts – to include other uses such as half-court basketball where **utilization and need demonstrate that conversion of one or more tennis courts is warranted**. This is very much a local planning matter for each municipality.

**Recommendation 35:**

Regionally, the RSC has a role to play in responding to the growing demand for sports which are geared to an aging population. **The growth of pickleball should be a specific area of future research and consultation to determine interest from the local communities in creating pickleball courts on existing tennis courts – either on a dedicated use basis through conversion of the courts or by adding pickleball lines to existing tennis courts.**

### 10.3.7 Other Facility Types

The regional plan has an interest in the equitable distribution of many outdoor and indoor facility types but also recognizes that the level of service varies between the urban and semi-urban municipal communities and the more rural and remote parts of the region.

As such, this plan does not include standards and recommendations for geographic distribution of recreation assets which are more localized in their use – this includes parks, playgrounds, local trails, and outdoor rinks.

**Recommendation 36:**

**Each municipality and LSD must determine its own approach to the level of service it seeks to provide its residents but this should also recognize that where the level of service is reduced, and residents utilize services provided in other municipalities, there is an obligation to work toward an equitable sharing of costs.**

**Recommendation 37:**

At a regional scale, there are required minimums that all municipalities and LSDs should conform to with regard to local services. The most important of these is effective asset management of existing facilities such as playgrounds and outdoor fields.

**Recommendation 38:**

The asset management of playgrounds is an important issue for all municipalities. The typical lifespan of play equipment is approximately ten years, but can vary based on its age, configuration, and maintenance. It is important that play equipment is inspected on a regular (annual) basis, its condition managed accordingly, and capital reserves developed for its replacement. **The Chaleur RSC should work with constituent municipalities and LSDs to (a) add existing play structures infrastructure to the facility inventory; and (b) conduct asset condition and lifecycle planning for all equipment.**

**Recommendation 39:**

**It is recommended that future planning for playground and other small scale community amenities include an assessment of the potential for funding to be achieved through site plan agreement with sub-division developers for residential and commercial development, as well as sponsorship and grant programs available from national corporations.**

### 10.3.8 Trails

Trails development is long term in nature and to be most effective in terms of generating true recreation and tourism potential, must cross jurisdictional boundaries to create an integrated regional trails network. Trails plans, active transportation plans and shoreline plans all offer regional solutions but often the implementation is limited by the unwillingness or lack of resources of one municipality to work collaboratively under an agreed timeline to complete development.

The opportunity for the RSC is to coordinate the implementation of regional trails. The Chaleur Trail Plan (Belledune to Bathurst) originally proposed and funded by the Sentiers Verts Chaleur Green Trails is a comprehensive trail program connecting all six municipalities. As of November 2016 the proposed route, concept design, capital costs and a phasing plan have been developed.

The implementation of this trail system will rest on availability of capital grants, fundraising and municipal capital expenditure. To be successful the plan will require an appropriate cost sharing mechanism. The appropriate mechanism should be considered in the context of the trails plan itself and the intended benefits to each municipality.

**Recommendation 40:**

**It is recommended that all municipal partners consider the potential for linkage to the broader open space planning that each is responsible for. This project should be overseen by the Regional Services Commission which will have a mandate to develop an implementation plan (including a funding plan) for the trail that is approved by each of the municipalities.**

**Recommendation 41:**

**The RSC should fund the development of an active transportation plan for the region. The trails plan advocated by the trails user group should form part of a broader regional discussion of biking, hiking, open space and healthy living.**

### 10.3.9 Specialist Facilities: Atlas Park

Parc Atlas was developed as a reclamation of a former quarry. The outdoor facility is well used by residents from Pointe-Verte, and surrounding communities. The indoor facility is not used to its full capacity. Over the long term there is consideration to revitalize the indoor facility at a cost of more than \$1 million.

**Recommendation 42:**

**The Village of Pointe-Verte needs to conduct a cost-benefit analysis of continuing to maintain the indoor facility. The RSC should assist in this process, helping determine the regional opportunities for this unique facility.**

## 10.4 Governance of Regional Planning

Success in regional planning can only occur if the municipal and LSD partners agree to an acceptable governance structure that oversees all research, planning and recommendations for regional collaboration. As with other aspects of the plan, evolution of approach to governance is expected and should be encouraged through a review and update of this plan at the end of Year Three (3) of its implementation.

**Recommendation 43:****Create a Regional Recreation Standing Committee.**

1. The RSC should establish a Regional Recreation Standing Committee of the Board which oversees all regional recreation planning matters for and on behalf of the Board of the RSC. The composition of the Regional Recreation Standing Committee should be determined by the Board but it is recommended that it comprise the following:
  - a. One councillor from each of the municipalities, of which one shall be elected chair for a period of 12 months with ability for renewal;
  - b. Three representatives of the Local Service Districts;



- c. Executive director of the RSC (non-voting); and
  - d. Two citizen representatives.
2. The work and outputs of the Regional Standing Committee must be consensus-driven to be effective.
  3. The RSC Recreation Leadership Assistant administers the work of the standing committee and has an appropriated budget for carrying out substantive research and capacity-building tasks per the established mandate of the standing committee.
  4. The mandate of the standing committee is to implement the regional collaboration measures which comprise the regional recreation plan.
  5. The standing committee has input to and directs the work of the Recreation Leadership Assistant but does not have direct day to day interaction with the assistant. The assistant reports to the Executive Director of the RSC.
  6. The standing committee reports to the Board of the RSC. Neither the Board of the RSC nor the standing committee has authority to bind the individual councils that comprise membership of the RSC.
  7. As such, approval of any action by the Board which imposes an action on the part of the municipal councils will require approval by each municipal council. In the case of the LSDs, the approval of the Province will be required including if necessary LSD resident referenda to approve budgetary support for cost sharing. The support of the Councils and LSDs for cost-sharing may necessitate active participation by the Province to incentivize such collaboration.

## 10.5 Developing and Applying Asset Management as a Decision-Making Tool

It is appropriate for the RSC to develop a regional recreation asset management framework rather than wait for each municipality to conduct its own process. Asset management planning is the central recommendation of this plan and the basis for all future capital cost-sharing.

As the responsibility for the assets rests with the individual municipalities, agreement is required to enable the RSC to govern the process and financial resources will need to be allocated to enable this work to be completed. This funding will be required over several fiscal years.

To implement a centralized asset management planning process the following is recommended:

### **Recommendation 44:**

**The RSC is given authority to undertake the research and reporting on behalf of all participating municipalities.**

**Recommendation 45:**

The work will require a budget – sourced from local partners. The funding for this asset development process is already justified through the joint funding of the inventory database. The asset management framework is a continuation of this process. **Sharing of the cost is therefore recommended on the same basis as the current funding of the inventory – namely pro-rata for each community based on its share of assessment and population base in equal measure (50% of the distribution of costs is based on relative share of total assessment in the region and 50% on relative share of total population).**

**Recommendation 46:**

Where independent asset condition assessment reports are required for the principal facilities, these can represent more significant costs than the time and materials involved in continuing to develop the asset database and facility valuations. **These specific reports should be cost-shared based on 50/50 cost share between the local municipality (as facility owner) and the RSC. Both the Local municipality and the RSC benefit from the work.**

**Recommendation 47:**

**The Regional Standing Committee oversees the asset condition and valuation process.**

**Recommendation 48:**

**The Regional Standing Committee (via the work of the RSC Recreation Leadership Assistant in collaboration with local staff and stakeholders) will approve the proposed estimates of local versus regional use of existing facilities.** This is an important part of asset management and involves consensus as to the extent to which a facility serves the region versus the local resident base.

**Recommendation 49:**

**It is recommended to limit the categories for assessment of regional function to the following:**

1. Indoor ice
2. Aquatics
3. Trails
4. Indoor Soccer
5. Sports Fields
6. Prospective multi-use elements of a new aquatics centre including gym and field house

**Recommendation 50:**

**As part of the asset management plan, the future capital costs to maintain the function of each facility will be established and debated by the Regional Standing Committee.** The result of this process will be an agreed prioritized list of capital investments for which regional cost sharing is justified.

Asset management is versatile and allows for nuanced planning and expenditure control. For example, asset management practices can result in a clear picture of which assets of a similar type (e.g. play equipment) across the region will be in need of replacement in any given year. While these are local assets and do not have regional implications, the ability to plan for replacement on a regional basis can result in better planning, better design, innovations, and price competitiveness from suppliers. The development of the asset management base for the region as a whole is an opportunity for the RSC to embrace.

## 10.6 Second Round Recreation Funding for RSCs and the Role of the Regional Recreation Leadership Assistant

**Recommendation 51:**

**Employ a Regional Recreation Leadership Assistant.**

The funding mechanism for the recreation officer is currently approved by the Province and available as an immediate action for the RSC. Access to this funding is conditional on the completion and adoption of actionable regional recreation plan. Provincial support is based on 75% support of annual salary costs (for a single full time salary to a maximum of \$45,000 per annum). The duration of assistance is based on the duration of the action plan identified in the regional planning document. This is an opportunity for a three to five year window of funding for the RSC.

As per the directions of the GNB, the role of the Recreation Leadership Assistant is not to augment or duplicate existing recreation co-ordinator functions which exist in the Region or which are provided currently by representatives of the government. The purpose of the regional position is to develop regional collaboration explicitly and to facilitate this process working alongside colleagues at the municipal level. As a result the Recreation Leadership Assistant position is outputs-based and the development of Key Performance Indicators (KPIs) for the position will reflect the recommendations of this plan.

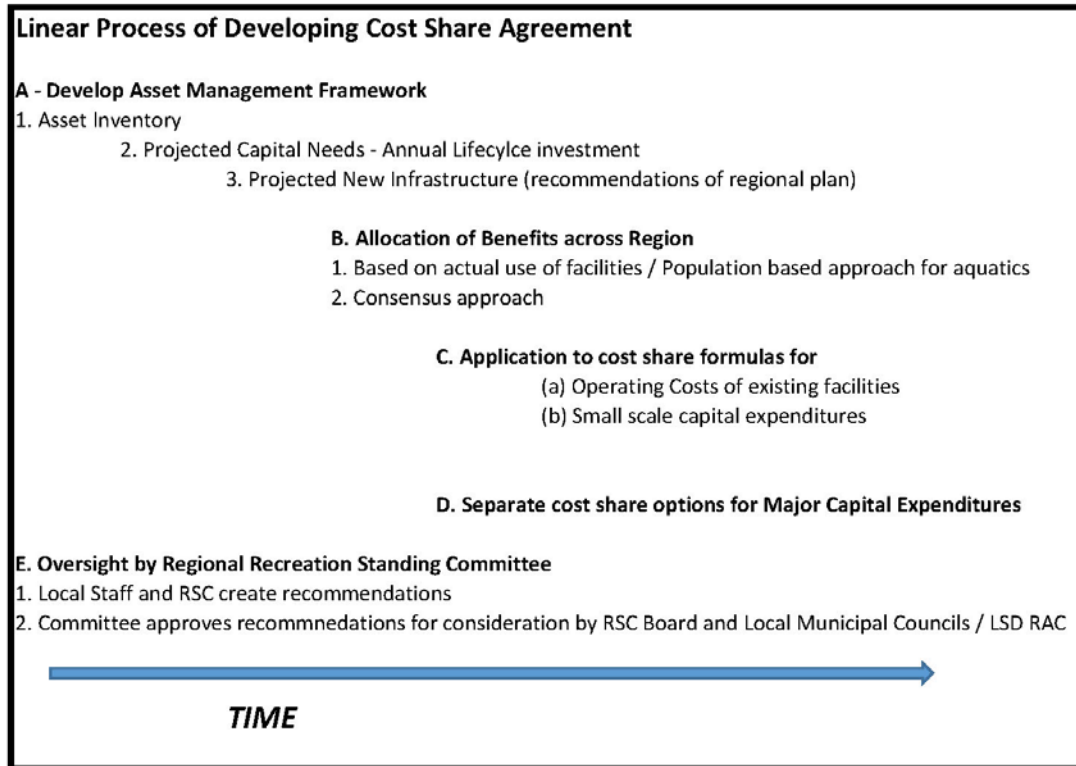
In furthering the development of collaborative and regional approaches, the RSC can engage in capacity building with the LSDs (and where merited, the municipalities) through education, information exchange and public outreach in support of the policies of this plan. However, this needs to be directed toward the stated outcomes of this plan which include inter-municipal / inter-LSD collaboration in

the delivery of recreation services. As described, that may not always mean cost sharing but can mean joint service delivery, joint purchasing, and joint planning between two or more communities.

The central role of the Regional Recreation Leadership Assistant is as follows. The basis for all tasks is contained in the recommendations of this plan.

1. Implement and monitor the success of the Regional Recreation Plan on an annual basis.
2. Develop necessary operational budgets for the execution of the duties of the regional officer as well as the Regional Recreation Standing Committee.
3. Develop an Asset Management Framework.
4. Develop budgets for necessary assistance to the municipalities in contributing their time and resources to implementing the asset management framework and necessary research and data-gathering required to cost-share operations on the basis of actual use of facilities.
5. Oversee and develop with municipal colleagues the regional ice allocation process.
6. With assistance of management establish the mandate, terms of reference and governing by-law of the Regional Recreation Standing Committee.
7. Administer all functions of the Regional Recreation Standing Committee as described in the recommendations of this plan.
8. Seek and obtain grant funding for an on behalf of the RSC and its member communities to undertake necessary asset inventory enhancement, condition assessments and professional opinions regarding life cycle costs, as well as new infrastructure needs.
9. Arbitrate through the analysis of all resulting data obtained through the Recreation and Community Asset Investment Planning Tool, the agreed distribution of regional benefits associated with all (selected) facilities.
10. Provide analysis and advice to municipal colleagues and the Regional Recreation Standing Committee in creating the cost sharing estimates based on the models recommended in this report.
11. Leverage funding opportunities – operating and capital.
12. Oversee recreation communications on behalf of the RSC to establish the facilitative role of the RSC in developing the region's recreation capacity and collaboration amongst communities.

The process of work that is required is illustrated below.



A good comparison is that of The Hampton Regional Leisure Services Committee is the RSC8 governance mechanism for recreation service development. This represents not only a mechanism for focused service delivery improvements and support for capacity building in the area, but is also a vehicle by which a regional recreation facility is being planned and cost-shared.

The self-sustaining funding model for cost sharing between the Town of Hampton and the five surrounding LSDs was 50% tax based and 50% population based.

## 11 Recommended Cost Sharing Mechanism

### 11.1 Principles and Scope

The proposed approach to cost sharing starts with recognition of the benefits of collaboration. Cost sharing for future capital costs and operating costs requires a framework that is based on demonstrated regional function of facilities.

The most important principle in establishing cost sharing agreements is agreement to the principle of collaboration itself to create a net benefit for each community. These benefits are not necessarily financial but include qualitative benefits such as improved long-term access to recreation, leisure, and the improvement in health and wellbeing. The relative importance of these outcomes will be determined by each municipal and LSD partner.

#### 11.1.1 The History of Cost Sharing

##### Capital versus operating cost sharing

- Cost sharing is more often used for cost recovery of operating costs.
- Collaboration in land use planning for regional growth is common including hard infrastructure such as roads and servicing.
- Collaboration in planning for and funding discretionary capital investment, such as recreation facilities, is less common.

##### Recreation cost sharing not based on formulas

- Cost sharing for new facilities across municipal boundaries is often based on negotiated solutions which demonstrate the principle of collaboration. There is less concern with a strict assessment of ability to pay or actual usage of facilities and services.
- Recreation is not a mandated service. Recreation is locally consumed and most often locally managed.

### TRANSALTA TRI-LEISURE CENTRE SPRUCE GROVE, AB

Location: West of Edmonton

Population: 32,086

Neighbouring Population: 46,127

#### Facility Amenities:

- 2 indoor arenas
- 2 indoor fields
- Gymnasium
- Indoor track
- Leisure ice surface

#### Guiding Principles:

- Owned by municipalities based on proportion of capital contributed for construction;
- Operating by independent board (equal representation from municipalities)
- All users, renters, patrons treated equality irrespective of address (provided residing inside boundaries)

- Collaboration is often organic based on a demonstrated desire to avoid duplication or the inability of one party to fund its own duplicate facility. It reflects commitment to the principle of achieving greater value for money in asset development, facility management and services.

## 11.2 Principles of Recreation Cost Sharing in the Chaleur Region

- Cost-sharing formulas should seek to defray some of the costs for regional facilities that are borne solely by the municipality that owns the assets. This may not result in a full distribution of all regional costs among the municipalities and LSDs in the short term. However, the goal of all communities should be to transition to greater regional cost sharing over time in recognition of the benefits of regional co-operation.
- Cost sharing formulas that are based in large part on the “capacity to pay” are an untenable solution for existing regional facility operating costs. The preferred mechanisms differ by type of asset.
- Cost sharing formulas for major new capital investment (\$1 million and higher) may well be suited to formulas that include weighted assessment (capacity to pay). It should also be noted that for major new investment, cost sharing formulas are always project-specific and are negotiated solutions which do not necessarily adhere to any pro-rate method of cost allocation.
- As a principle, the concept of sub-regional cost sharing is not defensible for operating cost-sharing for ice and aquatics. The plan seeks cost sharing on a region-wide basis and not on the basis of individual sub-regions. For key facilities, the evidence is clear that consumption of services is region-wide. To opt for sub-regional cost-sharing undermines the basis on which any cost-sharing is based – namely that all communities are deriving a benefit.

### HAMPTON REGION LEISURE SERVICES DEVELOPMENT COMMITTEE, NB

#### Representatives from:

- LSD of Hampton
- LSD of Kingston
- LSD of Norton
- LSD of Springfield
- LSD of Upham
- Town of Hampton

#### Guiding Principles:

- RSC8 representatives indicated interest in collaborating in recreation service provision

#### Successes:

- Regional Activity Day
- Regional leisure services guide
- Explored public interest in regional multi-purpose facility with facility design/operating mode
- New Facility to be cost shared through tax base proportionality

- Despite this, in practical terms, sub-regional cost-sharing may be an outcome of the plan and the RSC should be open to collaboration and cost-sharing in a number of ways if this is proposed and supported by collaborating municipalities. As an example, the assessment of regional versus local use of facilities, which should be led by the RSC, may generate some facilities which are clearly sub-regional and for which impacted municipalities wish to collaborate. Similarly, capital investment in trails development may require sub-regional partnerships as the only practical solution, and based on proportional length of new trail network in each community.

## CARI COMPLEX CHARLOTTETOWN, PE

**Location:** Charlottetown, PE

**Established:** 2004

**Amenities:**

- 2 NHL ice pads
- Indoor aquatic centre
- Community rooms

**Guiding Principles:**

- 3 collaborative partners providing a fixed proportion of operating grant



<b>Approach to Cost-Sharing Formula: It's About Collaboration Not Just Cost-Sharing</b>	
<b>Lead Principles</b>	
<b>Regionality</b> – the benefit of “Planning and Managing at a Regional Scale” for those who want to participate.	
<b>Collaboration First</b> – Cost Sharing and Risk Sharing are one type of benefit arising.	Collaboration can create non-monetary benefits, mitigate risks, and promote excellence in service. Cost Sharing is based on benefits outweighing costs.
<b>Cost and Risk Sharing</b> produces direct net benefit to parties involved.	Different equation/solution by type of asset and by number of partners but principles of collaboration are the same regardless of type of collaborative action.
<b>Breadth of Collaboration</b>	
Evolves over time; processes to enable collaboration must first be in place.	RSC Recreation Leadership Assistant is a key deliverable from the Regional Recreation Plan.
<b>Outcomes</b>	
<b>Major Capital and Operating Decisions</b>	<ul style="list-style-type: none"> <li>• Rationalized Assets;</li> <li>• Lower burdens on tax base;</li> <li>• Excellence in Joint Use Agreements;</li> <li>• Opportunity to engage in Alternative Service Delivery and Public-Private-Not-for-Profit Partnerships; and</li> <li>• Cost Share of Capital can lead to Cost Share of Operations.</li> </ul>
<b>Routine Capital Decisions/Planning and Operational Collaboration</b>	<ul style="list-style-type: none"> <li>• Collective purchasing agreements for capital replacement needs and operational goods and services; and</li> <li>• Evolution of Collaboration on program development, standardization of services (enhancement), marketing cost, and innovation.</li> </ul>
<b>Best Practice for Local Service Delivery, Regionally Planned</b>	<ul style="list-style-type: none"> <li>• Regional Capacity Building – and extended to the School Boards (French and English);</li> <li>• Asset Management Best Practice;</li> <li>• Enhanced Service Delivery and value for \$; and</li> <li>• Enhance LSD take-up and contribution to recreation funding (cost-sharing enables LSDs to obtain service without having to invest sunk costs in facilities, services, and dedicated staff.</li> </ul>
<b>Recreation Leadership Assistant</b>	This lead role must be linked to collaborative outcomes.

### 11.3 Alternative Methods of Cost Sharing and Recommended Approach

Alternative methods of cost share include a range of options, some of which are more appropriate than others. The funding formula for the operations of the RSC itself are based on relative share of population (50% of costs) and relative share of tax base (50%). Any operational or capital expenditure by the RSC would be subject to this existing formula.

In relation to operational and capital cost share for recreation facilities, the RSC will not assume any of these costs. The RSC will facilitate the agreement to cost share which will be through direct written agreement between the participating communities.

Cost Sharing Mechanism	Key Features	Frequency of Use
Property Assessment and/or Weighted Assessment	Distribution of costs of service based on relative value of property assessment (often weighted <sup>1</sup> ) of participating municipalities (tax-based proportionately).	Very common for a range of services including a range of regionally delivered services as well as recreation. Regional Facilities Commission (Fundy) operational and capital costs based on share of total tax base.
Actual Cost of Service	Calculation of cost share based on actual cost of service consumed by each participating municipality. Measures typically include direct measures of use (numbers of people using service by residence) or indirect measures such as the location of the service or facility.  Method often used but open to criticism as to data used to calculate usage and cost.	For specific services (often limited to operational costs) this method is used to calculate cost share – typically for delivery of certain municipal services delivered on a regional scale (land ambulance, social housing, child care and welfare services).  Clear trend in favour of using actual cost in some form when calculating cost share.
Proportionate Share of Population	Often a simple means to allocate cost based on share of total population within service area. Assumes population is an acceptable measure of usage.  Avoids criticism of weighted assessment which is based on ability to pay.	Suited for services consumed by the general public. Not suited for user-specific services.
Blended Approach – Assessment and Population	Blending can reduce the negative impacts associated with each individual approach.	Less common.

Cost Sharing Mechanism	Key Features	Frequency of Use
Blended Approach – Assessment and Actual Cost	Blend of both approaches – often a majority % based on weighted assessment and minority % based on actual cost.	Increasingly common.
Cost Sharing by Other Agreement	Often not based on data but recognition that each municipality will gain from the facility and cost sharing is appropriate. Often a negotiated share of costs for capital and operations.	Very common in recreation as a non-mandated service.

## 11.4 Building Blocks: Recommended Cost Share Measures for Regional Function

The recommended cost share metrics for the principal activities for which there is a regional element of service in both operations and capital expenditures are presented below.

Item	Cost Share Measure	Notes
Ice Arena Operations	Actual Use Established over Defined Period	Actual Use can vary year to year resulting in uncertainty for budgeting cost share. Cost shares should be established for a 3 year period or through rolling averages updates every year.  Risk is mitigated by local approval of regional ice allocation.
Ice Arena Small Scale Capital	Actual Use Established over Defined Period	
Ice Arena Major Capital	50% Assessment Base / 50% Population Share-Based	For significant capital investment in new or expanded facilities, capacity to pay is important.
Aquatics Operations	Population Share	Population is a good proxy for use as this is the only facility in region, utilization is a mix of program participants, drop-in and user groups.
Aquatics Minor Capital	Population Share	
Aquatics Major Capital Investment (including new aquatics centre and associated multi-use elements)	50% Assessment Base / 50% Population Share-Based	For significant capital investment in new or expanded facilities, capacity to pay is important.

Item	Cost Share Measure	Notes
Indoor Soccer Operations and Capital	Actual Use Established over Defined Period	
Sports Fields Operations and Capital	Actual Use Established over Defined Period	
Regional Trails - Capital Costs	Direct Cost Share based on Construction Cost estimates in each municipality/LSD.	

## 11.5 Mechanics: From Asset Management to Cost Sharing

Cost sharing formulas require a simple answer to a simple question: cost share what? Whether cost sharing operations or capital expenses for existing facilities or investment in new construction, an agreed distribution of benefits from the host municipality to surrounding communities needs to be established. This equates to the proportion of facility use that is non-local in nature – whether this benefit is shared with one adjacent municipality or an entire region. Those benefits can be translated into distribution of costs.

This plan recommends the development of a Recreation and Community Asset Investment Planning Tool. This model is developed over time and is the basis for agreements for all cost sharing facility-related costs. This model has two components, both of which require detailed input from each municipality working under the co-ordination of the RSC:

- Development of the Asset Inventory and Management Framework including projected capital costs for existing facilities; and
- Establishing by agreement the extent of regional versus local use of facilities.

The model is based on the asset inventory which itself is subject to ongoing development over time by the RSC. The model has the following five elements which together enable a calculation of current and future operating and capital costs for purposes of applying a cost share formula:

1. Inventory of Assets
2. Asset Function and Operating Costs / Net Operating Costs
3. Existing Asset Investment Needs: Major Repair and Replacement
4. Proposed New Investment Projects
5. Allocation of Regional Benefit by Facility

The primary role of the RSC Recreation Leadership Assistant should be to complete the development of this model for all facilities which are (by agreement) included in the inventory for purposes of estimating regional usage patterns. In order to complete this, data on use of key facilities (the aquatics centre, arenas, major sports fields) will need to be collected each year. Because of this, it is not appropriate to allocate benefits (use) of facilities until such work is complete including work to create a regional ice allocation framework.

It will be necessary to ensure that elements of facilities which are clearly local in use (e.g. meeting rooms attached to arenas) are excluded from the estimates of operating costs and capital requirements. Judgement will therefore be necessary in estimating operating and capital costs which can be regionally funded. As such the standing committee of the RSC overseeing the development of the cost sharing model will need to be fully involved in approval of the resulting estimates of regional use.

The alternative is to simply designate all ice arenas as regional to ensure simplicity but this has a greater likelihood of being challenged compared to the more accurate but time-consuming process described here.

The RSC can undertake an initial estimate of regional use in the interim for discussion with partners. This plan allocates benefits between local and regional users based on the results of the survey, without specifying specific benefitting municipalities. All estimates are therefore illustrative and it will become the mandate of the RSC to undertake a consultative process to develop estimates of local versus regional use. It is recommended that the RSC focus on indoor ice and aquatics in the first year of the mandate.

The template for the model is included as Appendix C.

The creation of this framework leading to cost sharing for capital and operations is a step by step linear process, with oversight by the Regional Recreation Standing Committee throughout the process.

## 11.6 Illustration of Cost Sharing Model for Operations

Two examples demonstrate the proposed approach for cost sharing operations of key assets: community ice arenas and the regional indoor pool. This reflects the desire of the committee to establish cost sharing for on-going operations and not just cost sharing for new major capital investment. With the exception of current planned investment at the Petit Rocher Arena complex and ongoing investment at the Beresford Arena, planned new investment is limited. This plan adopts an asset management approach as a basis for a more regionally organized and effective life cycle replacement funding which can be cost shared.

The models presented for operations are identical for small scale capital expenditures – suggested at less than \$250,000. Greater levels of investment spending should be considered on the basis of cost sharing models that reflect the capacity of the community to pay as measured by its taxable assessment base.

### 11.6.1 Community Ice Arenas

The cost share formula is **ILLUSTRATIVE**. In absence of actual usage data, a comparison between cost shares based on actual use verses other methods of cost share is not possible.

**Exclude Spectator Events:** The cost share includes KC Irving Centre but importantly includes all other arenas as well. The cost share is for community ice use and not for the spectator function of the KC Irving Centre. There is an argument that the spectator event centre function is a regional benefit, however, the role and function of the spectator events portion of the building is different from the community function. We recommend that the RSC and its members consider the merit of including the franchise and spectator functions of the KC Irving Centre in more depth before seeking to distribute these costs across the region.

**Phase-in Cost Share Over Time:** It is not recommended to transition fully to cost sharing in year one. There should be either a progressive period of phase in so that the tax base of the impacted communities can effectively absorb the additional burden, or there is an agreement to seek a lower level of cost share of annual deficits.

**Evolution of Cost- Share Model:** As per the recommendations of this plan, the cost share model retains local control of operating costs by focusing only on cost share of deficits which are in the control of the host municipality. *Needless to say, this approach balances in favour of local control of locally owned assets but will necessitate a highly collaborative approach and authority given to the Regional Recreation Standing Committee to ensure conflict resolution.* Over time, adherence to common practices and cost saving methods to reduce deficits collectively may lead to operational and cost efficiencies, removal of duplication, higher value added and demonstration of best practices.

The larger impacts in relative terms are for those communities that do not operate the arenas and who do not currently pay into the system. The purpose of the plan is to identify the need for all communities to pay-in to the system based on a fair and equitable basis. In recognition of the risks to this process, where an LSD or municipality excludes itself from cost share, their share of costs may need to be designated as unrecoverable and absorbed by the host municipality. **This is the type of sub-regional agreement that may emerge as an outcome but it should not be a stated goal of the RSC to seek sub-regional solutions for assets that are regional in use.**

## Community Ice Arenas Operating Cost Sharing Example

## ILLUSTRATION ONLY

	Bathurst (KC Irving)	Beresford	Petit- Rocher	Belledune
<b>Origin of Users Within Region (by %)</b>				
Bathurst	40%	15%	15%	5%
Beresford	10%	40%	15%	5%
Petit-Rocher	5%	10%	40%	7.5%
Belledune	5%	5%	5%	45%
Nigadoo	2.5%	5%	5%	5%
Point Verte	2.5%	5%	5%	10%
Tetagouche Big-River	5%	5%	2.50%	2.5%
Allardville- Saint Saveur	5%	0.0%	2.50%	0.00%
Salmon Beach-Pokeshaw	5%	5%	0%	0.0%
Madran-Dunlop	5%	5%	5%	5%
<b>Outside Region (unrecoverable)</b>	<b>15%</b>	<b>5%</b>	<b>5%</b>	<b>15%</b>
Total	100%	100%	100%	100%
<b>A Average Annual Operating Deficit</b>	<b>(\$1,000,000)</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>
Less Deficit Allocated to Special				
<b>B Purpose Use (Events)</b>	<b>(\$500,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>C (A-B) Net Community Ice Deficit</b>	<b>(\$500,000)</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>
<b>D Local Use Allocation of Deficit</b>	<b>(\$200,000)</b>	<b>(\$60,000)</b>	<b>(\$60,000)</b>	<b>(\$67,500)</b>
<b>E Regional Shares of Deficit</b>				
Bathurst	N.A.	(\$22,500)	(\$22,500)	(\$7,500)
Beresford	(\$50,000)	N.A.	(\$22,500)	(\$7,500)
Petit-Rocher	(\$25,000)	(\$15,000)	N.A.	(\$11,250)
Belledune	(\$25,000)	(\$7,500)	(\$7,500)	N.A.
Nigadoo	(\$12,500)	(\$7,500)	(\$7,500)	(\$7,500)
Point Verte	(\$12,500)	(\$7,500)	(\$7,500)	(\$15,000)
Tetagouche Big-River	(\$25,000)	(\$7,500)	(\$3,750)	(\$3,750)
Allardville- Saint Saveur	(\$25,000)	\$0	(\$3,750)	\$0
Salmon Beach-Pokeshaw	(\$25,000)	(\$7,500)	\$0	\$0
Madran-Dunlop	(\$25,000)	(\$7,500)	(\$7,500)	(\$7,500)
<b>Outside Region (unrecoverable)</b>	<b>(\$75,000)</b>	<b>(\$7,500)</b>	<b>(\$7,500)</b>	<b>(\$22,500)</b>
Total	(\$300,000)	(\$90,000)	(\$90,000)	(\$82,500)
<b>F (D+E) Total Deficit Allocation within Region</b>	<b>(\$425,000)</b>	<b>(\$142,500)</b>	<b>(\$142,500)</b>	<b>(\$127,500)</b>
Percent of Total ( C )	85%	95%	95%	85%

## G Net Change in Local Deficit Liability (Community Ice)

	Percent Improvement	Per Capita Charge	Existing Per Capita Charge for Recreation	Net Change
<b>Cost-Shared Liability</b>				
Bathurst	35%	\$14.05	\$261.75	5%
Beresford	2%	\$0.57	\$122.67	0%
Petit-Rocher	21%	\$16.38	\$219.43	7%
Belledune	13%	\$12.92	\$253.23	5%
Nigadoo	-	\$36.76	\$43.01	-85%
Point Verte	-	\$43.55	\$1.56	-2791%
Tetagouche Big-River	-	\$8.03	\$8.38	-96%
Allardville- Saint Saveur	-	\$10.45	\$0.00	-
Salmon Beach-Pokeshaw	-	\$16.33	\$31.69	-52%
Madran-Dunlop	-	(\$13)	\$0.00	-
Total				(\$950,000)
Percent of Total	100%			

**[NOTE: FOR NIGADOO AND POINT VERTE CONSULTANT QUESTIONS THE RECREATION SPENDING TOTALS AND RESULTING PER CAPITA SPENDING AS BOTH MUNICIPALITIES HAVE IMPORTANT BUILT FACILITIES: NIGADOO SPORTS COMPLEX AND SPORTS FIELD AND ATLAS PARC (WITH SIGNIFICANT SUBSIDY)]**

### 11.6.2 Bathurst Aquatic Centre

As recommended, the operational costs are proposed to be cost-shared on the basis of regional population shares. The same model can apply to small scale capital costs. The consideration of cost share for significant capital expenditures will need to be on a case by case basis.

#### Bathurst Aquatic Centre Operating Cost Sharing Example

##### EXAMPLE ONLY

	Census Population 2011	Share of Deficit %	Net Change in Local Deficit Liability (Community Ice)				
			Cost-Shared Liability	Percent Improvement	Per Capita Charge	Existing Per Capita Charge for Recreation	% Change (+/-)
Bathurst	12,275	35%	(\$259,602)	65%	\$21.15	\$261.75	-8.08%
Beresford	4,351	12%	(\$92,018)		\$21.15	\$122.67	17.24%
Petit-Rocher	1,908	5%	(\$40,352)		\$21.15	\$219.43	9.64%
Belledune	1,548	4%	(\$32,738)		\$21.15	\$253.23	8.35%
Nigadoo	952	3%	(\$20,134)	-	\$21.15	\$43.01	49.17%
Point Verte	976	3%	(\$20,641)	-	\$21.15	\$1.56	1355.69%
Tetagouche Big-River	4,979	14%	(\$105,300)	-	\$21.15	\$8.38	252.37%
Allardville- Saint Saveur	2,752	8%	(\$58,202)	-	\$21.15	\$0	-
Salmon Beach-Pokeshaw	1,990	6%	(\$42,086)	-	\$21.15	\$31.69	66.74%
Madran-Dunlop	3,732	11%	(\$78,927)	-	\$21.15		-
Total	35,463	100%					
Average Annual Operating Deficit (Illustrative)			(\$750,000)				

**[NOTE: FOR NIGADOO AND POINT VERTE CONSULTANT QUESTIONS THE RECREATION SPENDING TOTALS AND RESULTING PER CAPITA SPENDING AS BOTH MUNICIPALITIES HAVE IMPORTANT BUILT FACILITIES: NIGADOO SPORTS COMPLEX AND SPORTS FIELD AND ATLAS PARC (WITH SIGNIFICANT SUBSIDY)]**



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## *APPENDIX A: USER GROUP SURVEY SUMMARY*

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**Facility & Membership**

Group	Sport	Facility Name	Facility Location	Bathurst	BNPP	Madran-Dunlop	Tetagouche Big River	Salmon Beach Pokeshaw	Allardville St Sauveur	Other
Bathurst Bowlerama	Bowling	Bathurst Bowlerama	Bathurst	X	X	X	X	X		
Golden Ring Club	Cards	NONE (private residences)		X						
Rough Waters X Country Ski Club	Cross Country Ski	Rough Water X Country Ski Club Chalet	LSD Rough Waters							LSD Rough Waters
Club Ours des Nieges	Cross Country Ski	Trails	Regolnal	X	X	X	X		X	
Bathurst Curling Club	Curling	Bathurst Curling Club	Bathurst	X	X	X	X	X		
Escrime (Fencing) Chaleur	Fencing	Ecole de Robertville Cafeteria	Robertville	X	X	X	X	X	X	
Gowan Brae Ladies	Golf	Gowan Brae Golf Course	Bathurst	X						
Gowan Brae Golf Club	Golf	Gowan Brae Golf Course	Bathurst	X	X	X	X	X	X	
Fudoshin Judo Club	Judo	Private facility	Bathurst	X	X		X	X		
Lee's Line Dancers	Line Dancing	KC Irving	Bathurst	X	X	X	X	X	X	
Beresford Minor Baseball Association	Minor Ball	Beresford baseball fields	Beresford	X	X	X				Robertville
Bathurst Minor Hockey	Minor Hockey	KC Irving	Bathurst	X			X	X	X	
Bathurst Pickleball Club	Pickleball	Bathurst Pavillion	Bathurst	X	X	X	X	X		
Bathurst Pickleball Club	Pickleball	Centennial Park	Bathurst	X	X	X	X	X		
Bathurst Pickleball Club	Pickleball	Bathurst Curling Club'	Bathurst	X	X	X	X	X		
Bathurst Pickleball Club	Pickleball	City Hall Pavillion	Bathurst	X	X	X	X	X		
Bathurst Pickleball Club	Pickleball	Outdoor courts in Parkwood	Bathurst	X	X	X	X	X		
Ringuette Chaleur	Ringuette	Beresford Arena	Beresford	X	X	X	X			
Ringuette Chaleur	Ringuette	Petit-Rocher Arena	Petit-Rocher	X	X	X	X			
Ringuette Chaleur	Ringuette	KC Irving	Bathurst	X	X	X	X			
Skate Bathurst	Skating	KC Irving	Bathurst	X	X	X	X	X	X	
Beresford Skating Club	Skating	Beresford Arena	Beresford	X	X		X			Miramichi Road
Beresford Skating Club	Skating	KC Irving	Bathurst	X	X		X			Miramichi Road
Beresford Skating Club	Skating	School gyms	Regional	X	X		X			Miramichi Road
Club Motoneige Chaleur Snowmobile Club Inc.	Snowmobiling	Private club house	Madran-Dunlop	X	X	X	X	X	X	
Club Soccer Chaleur	Soccer	Place-des-Jeunes	Bathurst	X	X	X	X	X	X	
Club Soccer Chaleur	Soccer	ESN	Bathurst	X	X	X	X	X	X	
Club Soccer Chaleur	Soccer	Domaine Etudiant	Petit-Rocher	X	X	X	X	X	X	
Club Soccer Chaleur	Soccer	BHS	Bathurst	X	X	X	X	X	X	
Club Soccer Chaleur	Soccer	College de Bathurst	Bathurst	X	X	X	X	X	X	
Club Soccer Chaleur	Soccer	Sportsplex de Nigadoo	Nigadoo	X	X	X	X	X	X	
Softball NB Region 7	Softball	ESN diamonds	Bathurst	X	X	X	X			
Softball NB Region 7	Softball	PDJ diamonds	Bathurst	X	X	X	X			
Softball NB Region 7	Softball	Nigadoo Sportsplex	Nigadoo	X	X	X	X			
Bathurst Special Olympics	Special Olympics	ESN Track & Field	Bathurst	X	X		X	X	X	
Athletisme Chaleur Athletics	Track & Field	ESN Track & Field	Bathurst	X	X		X		X	
Athletisme Chaleur Athletics	Track & Field	KC Irving (track)	Bathurst	X	X		X		X	
Athletisme Chaleur Athletics	Track & Field	CCNB Gym	Bathurst	X	X		X		X	
Athletisme Chaleur Athletics	Track & Field	ESN Gym	Bathurst	X	X		X		X	
Sentiers Verts Chaleur	Trails	Trails	Regional	X	X	X	X			
Triathlon Chaleur Caises Populaire Beresford-Chaleur-Fondateur	Triathlon	Plage de Beresford	Beresford	X	X	X	X			
Club de Volleyball Chaleur	Volleyball	Domaine-etudiant gym	Petit-Rocher	X	X		X		X	
Club de Volleyball Chaleur	Volleyball	Carrefour Etudiant Gym	Beresford	X	X		X		X	
Club Lutte Acadmie Bathurst Wrestling	Wrestling	ESN Gym	Regional	X	X	X	X		X	
Club Lutte Acadmie Bathurst Wrestling	Wrestling	Gyms in Petit-Rocher, Beresford and Pointe Verte schools	Regional	X	X	X	X		X	

# Satisfaction with Rental Fees

Group	Facility	Satisfied	Unsatisfied	Note
Skate Bathurst	KC Irving		1	
Rough Waters X Country Ski Club	Rough Water 1 Country Ski Club Chalet	1		
Ringuette Chaleur	Beresford Arena	1		
	Petit-Rocher Arena			
	KC Irving			
Lee's Line Dancers	KC Irving	1		
Gowan Brae Ladies	Gowan Brae Golf Course	1		
Gowan Brae Golf Club	Gowan Brae Golf Course	1		
Golden Ring Club	N/A			
Fudoshin Judo Club	Private facility	1		
Escrime (Fencing) Chaleur	Ecole de Robertville Cafeteria		1	
Club de Volleyball Chaleur	Carrefour Etudiant Gym	1		
	Domaine-etudiant gym			
Club Motoneige Chaleur Snowmobile Club Inc.	Private club house			No Answer
Beresford Skating Club	Beresford Arena	1		
	KC Irving			
	School gyms			
Beresford Minor Baseball Association	Beresford baseball fields	1		
Bathurst Special Olympics	ESN Track & Field	1		
Bathurst Pickleball Club	Bathurst Pavillion	1		
	Centennial Park			
	Bathurst Curling Club'			
Bathurst Pickleball Club	City Hall Pavillion	1		
	Outdoor courts in Parkwood			
Bathurst Minor Hockey	KC Irving		1	
Bathurst Curling Club	Bathurst Curling Club			No Answer
Bathurst Bowlerama	Bathurst Bowlerama			No Answer
Athletisme Chaleur Athletics	ESN Track & Field	1		
	KC Irving (track)			
	CCNB Gym			
	ESN Gym			
Triathlon Chaleur Caises Populaire Beresford-Chaleur-Fondateur	Plage de Beresford	1		
Sportsple1 Richelieu de Nigadoo	Sportsple1 Richelieu de Nigadoo			No Answer
Softball NB Region 7	ESN diamonds	1		
	PDJ diamonds			
	Nigadoo Sportsple1			
Sentiers Verts Chaleur	Trails	1		
Club Ours des Nieges	Trails	1		
Club Lutte Acadmie Bathurst Wrestling	ESN Gym	1		
	Gyms in Petit-Rocher, Beresford and Pointe Verte schools			
Centre recreatif tetagouche Nord	Centre recreatif tetagouche Nord	1		

TOTAL	19	3	4
	73%	12%	15%

## Identified Facility Needs

Group	Facility	Needs
Skate Bathurst	KC Irving	More ice time on their regular skate night.,
Rough Waters X Country Ski Club	Rough Water X Country Ski Club Chalet	More land space
Ringuette Chaleur	Beresford Arena	None stated
	Petit-Rocher Arena	
	KC Irving	
Gowan Brae Ladies	Gowan Brae Golf Course	None stated
Gowan Brae Golf Club	Gowan Brae Golf Course	Equipment/storage room
Golden Ring Club	NONE (private residences)	None stated
Fudoshin Judo Club	Private	Dressing and shower rooms, equipment/storage room
Escrime (Fencing) Chaleur	Ecole de Robertville Cafeteria	Permanent facility to install equipment.
Club de Volleyball Chaleur	Carrefour Etudiant Gym	Floor at Domaine-etudiant, new posts.
	Domaine-etudiant gym	
Club Motoneige Chaleur Snowmobile Club Inc.	Private club house	Roof supports for safety
Beresford Skating Club	Beresford Arena	Office with more space.
	KC Irving	
	School gyms	
Beresford Minor Baseball Association	Beresford baseball fields	Equipment/storage room
Bathurst Special Olympics	ESN Track & Field	None stated
Bathurst Pickleball Club	Bathurst Pavillion	Greater availability of school gym space
	Centennial Park	
	Bathurst Curling Club'	
Bathurst Pickleball Club	City Hall Pavillion	Outdoor courts need resurfacing
	Outdoor courts in Parkwood	School rentals too expensive.
		Pavillion not large enough for a major tournament
Bathurst Minor Hockey	KC Irving	Doors locked in stair wells to improve ease of access to change rooms.
Bathurst Curling Club	Bathurst Curling Club	Insulate building, new ice plant.
Bathurst Bowlerama	Bathurst Bowlerama	None stated
Athletisme Chaleur Athletics	ESN Track & Field	Improved facility availability (time)
	KC Irving (track)	Outdoor track
	CCNB Gym	
	ESN Gym	

**Identified Facility Needs**

Group	Facility	Needs
Triathlon Chaleur Caises Populaire Beresford-Chaleur-Fondateur	Plage de Beresford	None stated
Sportsplex Richelieu de Nigadoo	Sportsplex Richelieu de Nigadoo	None stated
Softball NB Region 7	ESN diamonds	Difficult to obtain sufficient facility time.
	PDJ diamonds	
	Nigadoo Sportsplex	
Sentiers Verts Chaleur	Trails	None stated
Club Ours des Nieges	Trails	A chalet
Club Lutte Acadmie Bathurst Wrestling	ESN Gym	Storage
	Gyms in Petit-Rocher, Beresford and Pointe Verte schools	A permanent space
Club Soccer Chaleur	Place-des-Jeunes	Improve quality of certain fields
	ESN	
	Domaine Etudiane	
	BHS	
	College de Bathurst	
	Sportsplex de Nigadoo	
Centre recreatif tetagouche Nord	Centre recreatif tetagouche Nord	None stated

## Challenges

	Lack of Volunteers	Lack of Coaches	Lack of Officials	Lack of Management	Lack of Funding	Other
Skate Bathurst	1	1		1		
Rough Waters X Country Ski Club					1	
Ringuette Chaleur	1					Lack of players/athletes
Lee's Line Dancers		1			1	
Gowan Brae Ladies						NONE STATED
Gowan Brae Golf Club					1	
Golden Ring Club	1					
Fudoshin Judo Club					1	Secure venue to practice in
Escrime (Fencing) Chaleur	1	1	1		1	
Club de Volleyball Chaleur		1				
Club Motoneige Chaleur Snowmobile Club Inc.	1				1	
Beresford Skating Club	1		1		1	
Beresford Minor Baseball Association					1	Few players in younger age categories
Bathurst Special Olympics						NONE STATED
Bathurst Pickleball Club	1	1	1		1	
Bathurst Minor Hockey	1	1			1	Declining poulation which decreases number of players.
Bathurst Curling Club	1			1	1	100+ year old infrastructure
Bathurst Bowlerama	1					Lack of workers
Athletisme Chaleur Athletics	1	1				Lack of adequate facility.
Triathlon Chaleur Caises Populaire Beresford-Chaleur-Fondateur	1	1			1	
Sportsplex Richelieu de Nigadoo						
Softball NB Region 7	1	1	1	1	1	
Sentiers Verts Chaleur	1				1	
Club Ours des Nieges					1	
Club Lutte Acadmie Bathurst Wrestling			1		1	
Club Soccer Chaleur	1	1				
Centre recreatif tetagouche Nord	1				1	
<b>TOTAL</b>	<b>16</b>	<b>10</b>	<b>5</b>	<b>3</b>	<b>17</b>	

## Identified Priorities

Group	Facility	Priorities
Skate Bathurst	KC Irving	Keep costs low to gain participants
Rough Waters X Country Ski Club	Rough Water X Country Ski Club Chalet	Facility for special olympics training
Ringuette Chaleur	Beresford Arena	Recruiting players and athletes
	Petit-Rocher Arena	
	KC Irving	
Lee's Line Dancers	KC Irving	A room large enough to permit 40 people to dance comfortably.
Gowan Brae Ladies	Gowan Brae Golf Course	None stated
Gowan Brae Golf Club	Gowan Brae Golf Course	Grow the game of golf for all ages, with junior golfers, and improve our facility.
Golden Ring Club	NONE (private residences)	None stated
Fudoshin Judo Club	Private	Funding for new equipment
Escrime (Fencing) Chaleur	Ecole de Robertville Cafeteria	Growing the sport.
Club de Volleyball Chaleur	Carrefour Etudiant Gym	None stated
	Domaine-etudiant gym	
Club Motoneige Chaleur Snowmobile Club Inc.	Private club house	Club Motoneige Chaleur Snowmobile Club Inc.
Beresford Skating Club	Beresford Arena	Great awareness of their services within the community, and growth
	KC Irving	
	School gyms	
Beresford Minor Baseball Association	Beresford baseball fields	Encourage volunteers to take coaching courses
Bathurst Special Olympics	ESN Track & Field	Dedicated coaches and volunteers.
Bathurst Pickleball Club	Bathurst Pavillion	Affordable cost for janitor at school boards. Introduce to school and youth centres.
	Centennial Park	Very popular - have a waiting list.
	Bathurst Curling Club	
Bathurst Minor Hockey	KC Irving	Attracting athletes and training coaches, working with other local associations
Bathurst Curling Club	Bathurst Curling Club	Funding for upgrading facility. Improve air temp on ice.
Bathurst Bowlerama	Bathurst Bowlerama	More players
Athletisme Chaleur Athletics	ESN Track & Field	More coaches and volunteers.
	KC Irving (track)	
	CCNB Gym	
	ESN Gym	
Triathlon Chaleur Caises Populaire Beresford-Chaleur-Fondateur	Plage de Beresford	None stated
Sportsplex Richelieu de Nigadoo	Sportsplex Richelieu de Nigadoo	None stated
Softball NB Region 7	ESN diamonds	Develop new youth players, with a learn-to-play program
	PDJ diamonds	
	Nigadoo Sportsplex	
Sentiers Verts Chaleur	Trails	Develop a network of non-motorized trails across the whole region.
Club Ours des Nieges	Trails	Establish greater awareness of our club, and development of a chalet.
Club Lutte Acadmie Bathurst Wrestling	ESN Gym	Grow awareness. Keep our players in the region, better equipment.
	Gyms in Petit-Rocher, Beresford and Pointe Verte schools	
Club Soccer Chaleur	Place-des-Jeunes	Offer a tournament at provicnial scale, grow number of volunteers,
	ESN	
	Domaine Etudiane	
	BHS	
	College de Bathurst	
	Sportsplex de Nigadoo	
Centre recreatif tetagouche Nord	Centre recreatif tetagouche Nord	None stated

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*APPENDIX B: PUBLIC SURVEY SUMMARY OF COMMENTS*

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## **Chaleur: Public Survey – Satisfaction/Additional Facilities**

### **Petit Rocher Arena**

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- Renovate the arena in Petit-Rocher.
- The Petit-Rocher arena should have a good revitalization (changing rooms, bleachers, etc.)
- Lack of heat in the Petit-Rocher arena.
- Indoor walking track in Petit-Rocher.
- The arena in Petit-Rocher should have major improvements such as a heating system for spectators, changing rooms that are accessible.
- The Arenas of Beresford and Petit-Rocher should be improved.
- Improvement and modernization of the sports complex in Petit-Rocher. Better accessibility, and modernization.
- Renovation of the Petit-Rocher arena.
- Heat in the Petit-Rocher arena.

### **Petit Rocher Sportsplex**

---

- Club house at the soccer field in Petit-Rocher.
- A walking track in Petit-Rocher at the sports comp.
- Wind protection for the tennis courts in Petit-Rocher.
- A turf tennis centre in Petit-Rocher with a washroom and storage for equipment.
- The maintenance of facilities already in place. For example the turf at Petit-Rocher, similar to the interior turf in Nigadoo, are both deteriorating year after year.
- Make a pedestrian trail in the village of Petit-Rocher. Organize sporting activities for residents 50+ in years (Zumba, etc.) at the community centre.
- Make à basket-ball next to the tennis court in petit-rocher.
- Night lights at the artificial Soccer field in Petit-Rocher.

### **KC Irving:**

---

- Increase the opening hours at the Bathurst Arena.
- Longer walking hours at the KC Irving during the summer months because when they are only open Mondays through Fridays 8:00 a.m. to 3:00 p.m. and closed on the weekend so it's harder for a lot of people to make it during those time frames. More garbage bins on the NB Trails especially behind the KC Irving.
- They should not charge to walk at the KC Irving centre. When we live on a fixed income it's hard to afford, therefore we cannot walk in the winter months. It makes it hard to stay in shape.
- Having a dumping station at the K.C. Irving Center would help residents. Need one in Bathurst like Beresford.
- Plus d'heures d'ouverture pour la marche au KC Irving.
- Remove window structure on second floor bar area at K.C. Irving Centre to improve use and feel of room.
- Lighting at the KC Irving Regional Centre could be improved to shorten the amount of time it takes to power up the lighting system, and allow events to put on a more dynamic display.

### **Beresford Arena:**

---

- The Arenas of Beresford and Petit-Rocher should be improved.
- Hockey rink in Beresford need some renovation.
- Beresford arena (mostly all the interior is due for an update, especially the ice and the washrooms) - I know they are presently working on some of the issues Beresford - baseball parks- benches (they are dangerous as nails are coming out, almost falling apart).

### **Petit Rocher Beach Park**

---

- Beach park in Petit-Rocher should have more games/amenities, even a water park which would stop people from going to Coronation Park.
- The beach park in Petit-Rocher should be improved. Notably, the beach volleyball court in the park is not attractive. For this reason, people often prefer to go to Youghall to use the beach volleyball courts.

### **Nigadoo Sportsplex**

---

- It makes no sense that the Sportplex Nigadoo be kept that way. Soccer NB will not even come to the camps because of the condition of facilities. Missing lights, are unhealthy places and facilities are not used to their full potential. Lights on the turf would allow more age groups to benefit from the turf (several adults would love to rent the turf to play night).
- Rearrange the indoor soccer field in Nigadoo to increase the size.
- Tennis court in Nigadoo.
- Tennis court in Nigadoo behind the soccer complex is not maintained.
- Resurface the softball diamond in Nigadoo.

### **Pointe-Verte: Atlas Parc**

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- Outdoor skating rink shelters/huts in Pointe-Verte in Parc Atlas.

### **Beresford Beach Park:**

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- The beach in Beresford is very beautiful, the only thing I would change would be a paved walking path rather than gravel to allow for roller blading. I really enjoy doing the baby kick fit classes and hope it is repeated this summer.
- A place for the youth of Beresford to practice BMX or roller blading, there is nothing for youth to do right now.

### **Trails:**

---

- Walking trail along the Nepisiguit River. A cycling trail and walking trail that joints Bathurst with its surrounding communities.
- Improve the walking paths that joing each village like the Acadienne Peninsula .
- Dedicated cycling route.
- Improve access to the ATV trails.
- The walking trails also serve as dumping grounds. There should be better surveillance of them. Maybe create a non-profit committee for this.
- Cycling lanes on the edge of some roads to facilitate travel by bike. E.g. Rayn Street in Bathurst offers a beautiful walking path but to enter you have to be on the side of the road which is gravel, making it difficult to share the road.
- A trail for mountain biking. Have a planned system that is multi functional.
- More trails for non-motorized vehicles – bikes etc.

- Lengthen the cycle trail to North Tetagouche.
- Add rubbish bins in the parks and walking trails for all seasons. Maintain the trails in winter for people who simply want to walk, like in Coronation Park.
- Cycle routes to Tetagouche Nord, Robertville at Tetagouche.
- I would like trash cans along the trails, in addition to bike trails.
- The trail system should be expanded. Students should have the opportunity to ride to school safely by bike.
- Mountain biking trails: We use the trails regularly, and they are excellent quality. Future mountain biking trails should be designed by an expert in the field.
- More walking trails.
- Improve the security of the trail -> the coyotes and wolves are a danger to users at present.
- Trails for mountain bikes should be better maintained. At present they are shared by road cyclists. Providing funding to non-profit/user groups to develop and maintain the trails might help.
- Finish & upgrade walking trail in the salmon beach area. This trail is a disgrace & a danger to walk on.

#### **Youghall Beach Park:**

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- A new/improved playground facility at Parc de la plage Youghall. This is the same at Parc Coronation.
- Improve cycling access at the Youghall beach

#### **Bathurst Parks:**

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- Basketball at Parkwood Park – a beautiful facility but currently it is impossible to play 5 on 5 (full court). It would also be useful to have an indoor facility such as the gym at ESN, to practice basketball indoors.
- I think that there should be more attention paid to the skatepark in Bathurst. Rollerblading is a sport/culture that kids can do with their family, and not enough youth learn to do.

#### **New Facilities:**

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- I would like an indoor pool near Pointe-Verte without having to go to Bathurst.
- A facility to play tennis in the winter.
- More accessible tennis facilities in the smaller communities rather than having to travel to the larger communities.
- Yes, a facility for young children with indoor and outdoor facilities such as a YMCA.

- A squash and racketball court.
- Exterior ice rink in Tetagouche nord.
- Better programs for tennis, and better facilities.
- More facilities to put kayaks in the water.
- The ball diamonds in Beresford and Nigadoo are insufficient.
- A tennis court or other sport for the Robertville region, many youth don't have an opportunity to participate in outdoor activities.
- Have a community room in Bathurst which is free 1-2 nights a week to encourage youth sports. We have one in Robertville but not in Bathurst.
- A true outdoor running track in Bathurst.
- Outdoor skating in North Tetagouche.
- Soccer field in Robertsville, race track in Robertville.
- There is no track and field that is suitable for ANY competition or high performance. We need a special surface (not asphalt).
- More public access for boat ramps.
- There should be a turf field in Bathurst since smaller communities have them. The soccer fields in Bathurst are not in good shape and have bad drainage. Turf fields last a long time and don't require a lot of maintenance.

#### **Coronation Park:**

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- Centennial Park and Coronation Park -> the tennis courts are both totally destroyed
- Improve the tennis at Parc Coronation, add basketball courts, an interior skateboard park, Sky Zone, interior soccer at Bathurst for the winter, snowshoe trails at Parc Coronation in the winter, a skating trail in the forest which is lit, return the surface of the ESN soccer field but not artificial. An access ramp to the river.
- Add permanent toilets at the Parc Coronation. It's clear that the current portable toilet (when there is one) is insufficient.
- Have lights at Parc Centennial open later than 10pm in winter like there is in the summer.
- Les terrains de tennis au Coronation park devraient être rénovés.
- I would like to see improvements to the tennis courts at Coronation Park. The ESN/Place des Jeunes courts are not always accessible because you can't use them during school, and they are very busy at other times
- The cross-country club would greatly benefit from having a chalet that could be used for waxing skis, teaching skiing skills, competitions, etc...

- The ball fields aren't usually well maintained. For example the infields are often uneven with holes sometimes causing people to trip and get injured. The lines are not always drawn in as well. It would also be nice to have available bathrooms or porta-potties around the ESN/Place des Jeunes fields. The tennis court in Coronation Park should also be re-done.
- Centennial Park tennis badminton net are not install
- Fix the tennis court in coronation park
- Parking is an issue at Coronation Park, Bathurst High School and the Aquatic Centre. No parking and three major facilities
- Improving the tennis courts at Coronation Park and possibly have pickle ball courts made there instead of taking away the current tennis courts that were built for the Acadian games.
- Development (conversion) of the Centennial Park tennis courts into pickleball courts. The surface has serious cracks and needs to be replaced with new asphalt and deco turf layer. This is a sport that is expected to grow 4 times larger in the next few years (we have 90 members now, with waiting lists). It is a sport primarily for 50+ so this fits perfectly into the active community initiatives. It is also a great sport for high school and younger. This is one growth area that needs to be seriously looked at.

#### **Bathurst Aquatic Centre:**

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- Parking is an issue at Coronation Park, Bathurst High School and the Aquatic Centre. No parking and three major facilities.

#### **Robertville:**

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- The soccer field at the school in Robertville needs a face lift.

#### **Tennis:**

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- Resurface the tennis courts across the region except for PDj and Pointe Verte
- Repairing Tennis facilities in Petit-Rocher, ESN and Beresford would be good... the Chaleur Tennis league has grown very well but the courts in our region are adequate at best. Dressing room improvements in Petit-Rocher are much needed. A bathroom and changing area at the Turf in Petit-Rocher would be appreciated by all!

#### **Centennial Park:**

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- Resurface the tennis courts in Centennial.

**Bathurst Curling Club:**

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- Heaters in the ice shed at the Bathurst Curling Club.
- Heated/acclimatized ice shed at curling club.

**Beresford Park:**

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- The Beresford area has baseball fields but there is definitely work to be done to them. The fencing is damaged and there is no safety fence to protect the spectators from errant fly balls. Also the fields themselves are in need of repair. The skatepark in Bathurst could use a flat rail for skateboarding.

**Belledune Skatepark:**

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- Yes, the skateboarding park in Belledune needs a sign that is visible from the main road to attract people, events and other sport related programs.

**Bathurst Dog Park:**

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- I would love to see some improvements at the dog park. The gates don't close properly. I would also like to see a source of water installed for the dogs, carrying water in every time gets heavy and used up quick as not everyone brings water.

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## *APPENDIX C: AVAILABLE CONDITION ASSESSMENT*

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Record # of 127	Locality Municipalité/ Municipality	SiteName Nom d'installation/ Facility Name	Name_Equipment Équipement/Equipment	EquipmentType Catégorie/Class	Indoor or Outdoor/ Intérieur ou extérieur	Constr/Year Date de construction/ Construction Year	Improvement/Cost			
							0-3 yrs	3-5 yrs	5-10 yrs	10+ yrs
1	Petit-Rocher	Complexe sportif de Petit Rocher	Aréna de Petit Rocher	Patinoire Intérieure / Indoor Rink	Intérieure	1978	1.65 Million to 4.5 Million			
2	Petit-Rocher	Complexe sportif de Petit Rocher	Tennis Petit Rocher	Tennis	Extérieur	-				\$ 200,000
3	Petit-Rocher	Complexe sportif de Petit Rocher	Terrain de balle-molle 1	Softball	Extérieur	-				
4	Petit-Rocher	Complexe sportif de Petit Rocher	Terrain de balle-molle 2	Softball	Extérieur	-				
5	Petit-Rocher	Complexe sportif de Petit Rocher	Terrain de Baseball 1	Baseball	Extérieur	-	\$ 15,000			
6	Petit-Rocher	Complexe sportif de Petit Rocher	Terrain BMX	BMX / Skateboard	Extérieur	-	Investment required dependant on final plan			
72	Petit-Rocher	École le Domaine étudiant	Gymnase Domaine étudiant	Gymnase / Gymnasium	Intérieure	-				
73	Petit-Rocher	Complexe Sportif et École le Domaine étudiant	Piste d'athlétisme Domaine Étudiant	Piste at Pelouse / Track and Field	Extérieur	-				
74	Petit-Rocher	Complexe Sportif et École le Domaine étudiant	Soccer 1 (surface Synthétique)	Soccer	Extérieur	2009			\$ 500,000	
75	Petit-Rocher	Complexe Sportif et École le Domaine étudiant	Soccer 2 (surface naturelle)	Soccer	Extérieur	2009				\$ 200,000
76	Petit-Rocher	École le Tournesol	Gymnase École le Tournesol	Gymnase / Gymnasium	Intérieure	-				
105	Petit-Rocher	Parc de la Plage	Parc de la Plage	Plage / Beach	Extérieur	-				
110	Petit-Rocher	Salle Blanche de Petit-Rocher	Salle Blanche - Club de l'Age d'or de Petit-Rocher	Centre communautaire / Community Centre	Intérieure	-				
126	Petit-Rocher	Salle Multifonctionnelle de Petit Rocher	Salle de spectacle multifonctionnelle	Centre communautaire / Community Centre	Intérieure	-	\$ 50,000			
7	Beresford	Centre Réal Boudreau	Aréna Réal Boudreau	Patinoire Intérieure / Indoor Rink	Intérieure	1972	\$ 1,200,000		\$ 500,000	
43	Beresford	Sportek Rodolphe Boudreau	Curling	Curling	Intérieure	1988	\$ 20,000			
44	Beresford	Sportek Rodolphe Boudreau	Champs Léo-Paul Aubé	Baseball	Extérieur	-				
45	Beresford	Terrain de balles de Beresford	Terrain baseball senior	Baseball	Extérieur	-				
46	Beresford	Terrain de balles de Beresford	Terrain baseball mineur	Baseball	Extérieur	-				
48	Beresford	Parc de la Plage Municipale de Beresford	Plage de Beresford	Plage / Beach	Extérieur	1995	\$ 10,000			

Notes	
état actuel et Travaux Passés	Travaux Projétés
<p>Une partie du système de refroidissement à l'amoniac a été refait (\$40k). La mezzanine n'est pas accessible aux personnes en chaise roulante. L'équipement est en bon état. Nouveau revêtement de peinture acrylique en 2015</p> <p>Terrain en bonne condition. Champs intérieur en terre et champs extérieur en gazon.</p> <p>Terrain en bonne condition. Champs intérieur en terre et champs extérieur en gazon.</p> <p>Terrain en bonne condition; Le champs intérieur a été refait en 2015 (\$5000); Champs intérieur en terre battue et champs extérieur en gazon. A noter que le tier du terrain de baseball empiète sur le terrain de l'école</p> <p>Terrain de BMX aménagé avec des sentiers et des buttes de terre. Le parc n'est pas entretenu par la municipalité et est offert tel quel.</p> <p>-</p> <p>Piste refaite pour les Jeux de l'Acadie de 2009</p> <p>Terrain refait pour les Jeux de l'Acadie de \$1 million</p> <p>Terrain refait à neuf pour les jeux de 2009 (200K)</p> <p>Espace utilisé conjointement comme cafétéria et comme gymnase</p> <p>Amélioration du site et réaménagement des bâtiments (bloc de toilette): \$30,000</p> <p>Toit a été refait et les portes remplacées. Le bâtiment est en bonne condition</p> <p>Rénovation majeure en 2015 au cout de \$650,000</p> <p>L'équipement est en bonne conditions en général. Dernière rénovation majeure remonte à 2003: extérieur du bâtiment, peinturer intérieur, chauffage au propane,</p> <p>Rénovations majeures en 2012 et en 2014 dans le cadre des travaux pour aménager le Marché des fermiers: ajout d'espace d'entreposage et gicleurs: investissements de \$775,000.</p> <p>-</p> <p>-</p> <p>-</p> <p>Plage sujette aux marées de tempêtes et à l'érosion côtière; Nouvelle toiture sur le pavillon en 2012 (\$5000).</p>	<p>Scénario 1: rénovation:Les travaux nécessitant une intervention immédiate se chiffrent à \$247k, les travaux nécessitant une intervention à moyen terme se chiffrent à \$401K et les travaux à valeur ajouté sont estimés à \$777k pour une facture totale de \$1.625millions.</p> <p>Scénario 2: La Modernisation: \$2.5 millions;</p> <p>Scénario 3: Projet Net Zéro: \$4.5 millions. Copy of study was given to consultant</p> <p>Les terrains ont besoins d'être refait d'ici 10 à 15 ans (\$200,000);</p> <p>Aucun</p> <p>Aucun</p> <p>La clôture du champs extérieur a besoin d'être refaite (\$15k);</p> <p>Le parc de BMX est prévu d'être fermé et remplacé par un parc et des sentiers d'interprétation de la nature.</p> <p>-</p> <p>-</p> <p>Aménagement extérieur, scène amovible, rideau de scène: \$50,000</p> <p>Investissement de \$1,2 millions en cours de réalisation pour refaire la patinoire au complet: béton, système de réfrigération, isolation, etc; Nouvelles baies vitrées et bandes; Nouveaux gradins en aluminium. New chiller and new pump motor; Ajout d'une chambre supplémentaire pour les filles; Nouvel éclairage au LED; New scoreboard. A plus long terme: investissement de \$500k pour la rénovation des chambres des joueurs,</p> <p>Système de déshumidification pour la surface de glace: \$20,000</p> <p>-</p> <p>-</p> <p>-</p> <p>Peinturer le pavillon: \$10,000</p>

Record # of 127	Locality Municipalité/ Municipality	SiteName Nom d'installation/ Facility Name	Name_Equipment Équipement/Equipment	EquipmentType Catégorie/Class	Indoor or Outdoor/ Intérieur ou extérieur	ConstrYear Date de construction/ Construction Year	Improvement/Cost				Notes
							0-3 yrs	3-5 yrs	5-10 yrs	10+ yrs	
49	Beresford	Parc de la Plage Municipale de Beresford	Volleyball Plage Beresford	Volleyball	Extérieur	-					<p>état actuel et Travaux Passés</p> <p>Travaux Projetés</p> <p>-</p> <p>Terrain non utilisé depuis 10 ans environ</p> <p>La seconde passerelle a été construite en 2009.</p> <p>-</p> <p>Bonne; Agrandissement du gymnase en 2010.</p> <p>-</p> <p>Construit en 2010 au cout de \$750,000</p> <p>-</p> <p>Exterior Ice rink on a cement slab maintained by the residents of the subdivision</p> <p>-</p> <p>The equipment is in good condition. Electricity, new electrical panel and the hockey boards have been replaced (\$100,000).</p> <p>Nothing planned</p> <p>Good condition, maintained as required,</p> <p>-</p> <p>Good condition, maintained as required, Good condition, Built about 5 years ago, investment of \$100,000</p> <p>-</p> <p>Good condition, maintained as required Maintained as needed. Surface in bad condition: cracks, uneven surface,</p> <p>-</p> <p>No longer in use but lawn maintained by the village</p> <p>-</p> <p>-</p> <p>Built in 1992 at a cost of \$450,000; Renovated in 2013 at a cost of \$87,000. Campground was renovated a few years ago. New service building. Public beach accessible via the municipal campground. Village acquired the adjacent property in 2015 to develop a parking lot.</p> <p>-</p> <p>Heat recovery on refrigeration plant (\$450,000 planned in 2016); New lighting system (fully LED); Automated system; Heat recovery system.</p> <p>-</p> <p>Aménagement paysager (landscape) en 2009 : \$10,961;</p> <p>-</p> <p>-</p> <p>In 2011 and 2012, repaired gutter system, bottom of pool and hot tub. New boilers, new heat exchanger, lockers, showers, parking lot: total investment of \$750,000. Extended life of the center by 10-15 years.</p> <p>-</p> <p>Fair. The beach requires ongoing maintenance due to erosion. On-going work on boardwalks and clean up. In 2015, boardwalk repair, fence repair, platform built, beach cleaning;.</p> <p>-</p> <p>Fair condition; volleyball net replaced in 2015</p> <p>-</p> <p>Good</p> <p>Good</p> <p>Good</p> <p>Good</p>
57	Beresford	Parc du Goulet	Terrain de balle-molle rue Landry	Softball	Extérieur	-					
58	Beresford	Centre d'interprétation des marais (Valider ce nom)	Sentiers et passerelles de Beresford	Sentiers non motorisés / Non-motorized trails	Extérieur	-					
69	Beresford	École Carrefour Étudiant	Soccer Carrefour étudiant	Soccer	Extérieur	-					
70	Beresford	École Carrefour Étudiant	Tennis Carrefour Étudiant	Tennis	Extérieur	-					
71	Beresford	École Carrefour Étudiant	Gymnase Carrefour Étudiant	Gymnase / Gymnasium	Intérieure	-					
111	Beresford	Club de l'Age d'or	Centre Raoul Charest	Centre communautaire / Community Centre	Intérieure	2010					
125	Beresford	Parc du Lotissement Baie Village	Patinoire Baie Village	Patinoire Extérieur / Outdoor Rink	Extérieur	-					
8	Belledune	Belledune Sport Complex	Veterans Memorial Centre Arena	Patinoire Intérieure / Indoor Rink	Intérieure	-					
9	Belledune	Belledune Sport Complex	Baseball Field 1	Baseball	Extérieur	-					
10	Belledune	Belledune Sport Complex	Baseball Field 2	Baseball	Extérieur	-					
40	Belledune	Belledune Fire station	Skateboard park Jacquet River	BMX / Skateboard	Extérieur	-					
41	Belledune	Belledune Fire station	Basketball Jacquet River	Basketball	Extérieur	-					
42	Belledune	Belledune Fire station	Tennis court Jacquet River	Tennis	Extérieur	-	\$ 50,000				
47	Belledune	Doucett Park	Baseball Doucette Field	Baseball	Extérieur	-					
92	Belledune	Jacquet River School	Soccer Jacquet River	Soccer	Extérieur	-					
93	Belledune	Jacquet River School	Gymnase Jacquet River	Gymnase / Gymnasium	Intérieure	1967					
107	Belledune	Belledune Sport Complex	Belledune Cultural Centre	Centre communautaire / Community Centre	Intérieure	1992					
120	Belledune	Belledune Campground	Belledune Beach Jacquet-River	Plage / Beach	Extérieur	-					
11	Bathurst	Centre Régional KC Irving / KC Irving Regional Center	Patinoire Eddy (KC Irving)	Patinoire Intérieure / Indoor Rink	Intérieure	1995	\$ 450,000				
12	Bathurst	Centre Régional KC Irving / KC Irving Regional Center	Patinoire Richelieu (KC Irving)	Patinoire Intérieure / Indoor Rink	Intérieure	1995					
13	Bathurst	Centre Régional KC Irving / KC Irving Regional Center	Fred Pitre Skate Park	BMX / Skateboard	Extérieur	2006					
39	Bathurst	Centre Régional KC Irving / KC Irving Regional Center	BMX Centre KC Irving	BMX / Skateboard	Extérieur	-					
14	Bathurst	Centre Aquatique de Bathurst	Piscine de Bathurst	Piscine / Pool	Intérieure	1983				\$ 20,000,000	
15	Bathurst	Parc de la Plage Youghall	Plage Youghall	Plage / Beach	Extérieur	-	\$ 8,000	\$ 100,000			
16	Bathurst	Parc de la Plage Youghall	Volleyball Youghall	Volleyball	Extérieur	-					
17	Bathurst	Parc Coronation	Vickers Field	Baseball	Extérieur	-	\$ 1,000				
18	Bathurst	Parc Coronation	Dobson Field	Baseball	Extérieur	-					
19	Bathurst	Parc Coronation	Buffalo Field	Softball	Extérieur	-					
20	Bathurst	Parc Coronation	McLaggan Field	Baseball	Extérieur	-					

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							0-3 yrs	3-5 yrs	5-10 yrs	10+ yrs
21	Bathurst	Parc Coronation	Soccer Coronation Parc	Soccer	Extérieur	-				
22	Bathurst	Parc Coronation	Tennis Coronation Park	Tennis	Extérieur	-				
23	Bathurst	Parc du Centenaire	Tennis Centennial Park	Tennis	Extérieur	-				
24	Bathurst	Parc du Centenaire	Basketball Centennial Park	Basketball	Extérieur	1967				
25	Bathurst	Parc du Centenaire	Patinoire Centennial Park	Patinoire Extérieur / Outdoor Rink	Extérieur	-				
26	Bathurst	Parc du Centenaire	Balle-molle Centennial Park	Softball	Extérieur	-				
27	Bathurst	Hotel de Ville de Bathurst	Gymnase du Pavillon	Gymnase / Gymnasium	Intérieure	2003				
28	Bathurst	Écoles Secondaire Népissiguit et Place-des- Jeunes	Soccer Place des Jeunes	Soccer	Extérieur	-				
29	Bathurst	Écoles Secondaire Népissiguit et Place-des- Jeunes	Balle-molle Place des Jeunes	Softball	Extérieur	-				
30	Bathurst	Écoles Secondaire Népissiguit et Place-des- Jeunes	Tennis no. 1 PDJ	Tennis	Extérieur	-				
31	Bathurst	Écoles Secondaire Népissiguit et Place-des- Jeunes	Tennis no. 2 PDJ	Tennis	Extérieur	-				
32	Bathurst	Écoles Secondaire Népissiguit et Place-des- Jeunes	Soccer Place des Jeunes	Soccer	Extérieur	-				
33	Bathurst	Écoles Secondaire Népissiguit et Place-des- Jeunes	Baseball ESN	Baseball	Extérieur	-	\$ 5,000			
34	Bathurst	Écoles Secondaire Népissiguit et Place-des- Jeunes	Piste et pelouse ESN	Piste at Pelouse / Track and Field	Extérieur	-				
35	Bathurst	Écoles Secondaire Népissiguit et Place-des- Jeunes	Soccer ESN	Soccer	Extérieur	-				
36	Bathurst	Écoles Secondaire Népissiguit et Place-des- Jeunes	Gymnase Place des Jeunes	Gymnase / Gymnasium	Intérieure	1971				
37	Bathurst	Écoles Secondaire Népissiguit et Place-des- Jeunes	Gymnase ESN	Gymnase / Gymnasium	Intérieure	1971				
38	Bathurst	Écoles Secondaire Népissiguit et Place-des- Jeunes	Pallestre ESN	Gymnase / Gymnasium	Intérieure	1971				
56	Bathurst	Club de ski de fonds Ours des Neiges	Sentiers ski de fonds	Sentiers non motorisés / Non-motorized trails	Extérieur	-				
59	Bathurst	Réseau de sentiers de Bathurst	Sentier Verts Chaleur	Sentiers non motorisés / Non-motorized trails	Extérieur	-				
61	Bathurst	Pointe Daly	Sentiers Pointe Daly	Sentiers non motorisés / Non-motorized trails	Extérieur	-				
77	Bathurst	Bathurst Curling Club - Club de Curling de Bathurst	Curling Bathurst	Curling	Intérieure	-				
78	Bathurst	Bathurst High School (BHS)	Gymnase BHS	Gymnase / Gymnasium	Intérieure	1980				
79	Bathurst	Bathurst High School (BHS)	Gymnase Chalmer (BHS)	Gymnase / Gymnasium	Intérieure	-				
80	Bathurst	CCNB Campus Youghall	Gymnase CCNB Youghall	Gymnase / Gymnasium	Intérieure	-				
81	Bathurst	CCNB Campus College	Gymnase CCNB College	Gymnase / Gymnasium	Intérieure	-				

Notes	
état actuel et Travaux Passés	Travaux Projetés
Fair	-
En très mauvais état. N'est plus entretenu.	-
Tennis court no longer un use	-
Terrain en bon état. Tennis court in good shape.	-
In good condition. Resurfacing of basketball court in 2014	-
-	-
Terrain abandonné, n'est plus en opération.	-
Field no longer in use	-
Bonne. Gymnase construit aux normes des Jeux du Canada; Bancs ajoutés en 2005 (\$5000)	-
Bonne	-
Nouveau filet protecteur (backstop) en 2014 dans le cadre des Jeux de l'Acadie	-
Bonne condition; Terrains entretenus par la Ville de Bathurst; Resurfacé en partie en 2014	-
Bonne condition; Terrains entretenus par la Ville de Bathurst.	-
-	-
Bonne condition; Terrain entretenu par la Ville de Bathurst;	Light to be worked on, wood support are in bad shape;
Les pistes ont été refaites en 2014 dans le cadre des Jeux de l'Acadie	-
Rénovation mineure du terrain dans le cadre des Jeux de l'Acadie de 2014	-
-	-
Plancher refait récemment, Vestiaires sont désuets.	-
-	-
-	-
Majoritairement un sentier vert (hors route) avec certaine connexion sur route. Activité: Marche Vélo; Niveau de Difficulté: Facile Sentier NB Bathurst Ouest : La ville de Bathurst et leur comité de sentiers ont officiellement ouvert un trançon de sentier non-motorisé vert de 4km en octobre 2013. Ce sentier va de Evangeline Drive à Parkwood Heights Elementary School.	-
-	-
-	-
Gymnase construit en 1980, Bonne condition,	-
Bonne condition, plancher refait en 2015	-
-	-
-	-

Notes	
<b>état actuel et Travaux Passés</b>	<b>Travaux Projétés</b>
Condition passable; Terrain entretenu par la ville, niveau d'entretien minime. La ville a en main une étude de faisabilité de Roy Consultant pour aménager le terrain avec une surface de gazon synthétique en prévision des Jeux de l'Acadie de 2014.	-
-	-
Bonne condition	-
Excellente Condition	-
-	-
Le plancher et l'éclairage ont besoin d'être remplacés.	-
Terrain abandonné/No longer in use	-
Système de chauffage représente un danger pour les enfants qui peuvent passer leurs mains dans le grillage. Ancienne classe convertie en gymnase; Ecole peu ou pas accessible aux PMR (aucune rampe ou ascenseur	-
Excellente Condition	-
Bon	-
-	-
-	-
To our knowledge the outdoor ice rink has not been in operation for approximately two years now. If you have any other questions regarding recreational facilities that my team can address and answer, please let me know.	-
-	-
-	-
Nouveau terrain construit en 2015/New field built in 2015	-
Although the trail had been completely brushed out in the late 1990's, there has been little or not follow up maintenance Sportplex aménagé en 2004 dans l'ancien aréna. Humidity problem. Mildew. Need dehumidifiers. Not enough seats during tournaments. Need two more bleachers. L'eau du puit est non potable. Probleme de mouches dans les luminaires.	140 km de sentier entre Bathurst et le Mont Carleton. Plans are being made to rebuild the full trail from Pabineau Falls to Mount Carleton in the summers of 2015 and 2016.
Bon terrain, voyage de terre à chaque année pour réparer l'avant champs	Demolish the storage room at the back and build a new one. Refaire un plancher dur amovible pour des expositions.
Terrain de tennis abandonné depuis plusieurs années	Relocaliser l'emplacement du back stop pour éviter balles tomber sur terrains voisins. Fall ball falling on adjacent residential properties. Complaints from residents. Backstop needs to be relocated
Terrain de soccer abandonné. Le terrain a été rempli de plusieurs pieds durant la rénovation du Sportplex mais n'est plus utilisé et n'est pas adapté pour le soccer. Les buts ont été enlevés	Transformer en pickle ball en 2016 et 2017. Surface encore bonne.
-	Le village planifie de transformer le terrain en parc convensionnel avec bancs et aménager une piste de marche autour du terrain.
-	-
-	Repeinturer
Structure du bâtiment en bon état. Le quai et les embarcadères ont été remplacés en 2015 (\$80,000). Près de \$270,000 en investissement au cours des 5 dernières années.	A court terme, le quai des plongeurs a besoin de réparation et le revêtement extérieur du bâtiment principal doit être remplacé, rénover la cuisine (\$200,000). A plus long terme, réaménagement intérieur, hangar et toiture (\$1,000,000).
Entretien continu, clôtures en 2014/2015 (\$25,000)	Refaire la surface sur une section de sentier (\$2000); Bornes et abris (\$5,000);

Record # of 127	Locality Municipality/ Municipality	SiteName Nom d'installation/ Facility Name	Name_Equipment Équipement/Equipment	EquipmentType Catégorie/Class	Indoor or Outdoor/ Intérieur ou extérieur	Constr/Year Date de construction/ Construction Year	Improvement/Cost			
							0-3 yrs	3-5 yrs	5-10 yrs	10+ yrs
66	Pointe-Verte	Terrain de jeu de Pointe-Verte	Tennis Pointe-Verte	Tennis	Extérieur	-				
67	Pointe-Verte	Terrain de jeu de Pointe-Verte	Baseball Pointe-Verte	Baseball	Extérieur	-				
68	Pointe-Verte	Terrain de jeu de Pointe-Verte	Patinoire Pointe-Verte	Patinoire Extérieur / Outdoor Rink	Extérieur	-	\$ 25,000			
91	Pointe-Verte	École Séjour-jeunesse	Gymnase Séjour Jeunesse	Gymnase / Gymnasium	Intérieure	1993	Waiting on estimate			
60	Robertville	Parc des Vétérans	Sentiers du Parc des Vétérans	Sentiers non motorisés / Non-motorized trails	Extérieur	-	Waiting on info from Marc			
88	Robertville	École la Croisée	Gymnase École La Croisée	Gymnase / Gymnasium	Intérieure	-	\$ 30,000			
89	Robertville	École la Croisée	Soccer La Croisée 1	Soccer	Extérieur	-	\$ 200,000			
90	Robertville	École la Croisée	Soccer La Croisée 2	Soccer	Extérieur	-	\$ 100,000			
109	Robertville	Club de l'Age d'or de Robertville	Club de l'Age d'or de Robertville	Centre communautaire / Community Centre	Intérieure	-				
62	Rough Waters	Club de ski de fond de Rough Waters	Sentiers ski de fond de Rough Waters	Sentiers non motorisés / Non-motorized trails	Extérieur	-				
63	Janeville	New Bandon Sport Association	Softball New Bandon	Softball	Extérieur	-				
101	Janeville	Janeville Elementary School	Gymnase Janeville Elementary	Gymnase / Gymnasium	Intérieure	1980				
64	North Tetagouche	Centre récréatif North Tetagouche	Centre récréatif North Tetagouche	Centre récréatif / Recreation Centre	Intérieure	-				
65	North Tetagouche	Centre récréatif North Tetagouche	Patinoire North Tetagouche	Patinoire Extérieur / Outdoor Rink	Extérieur	-				
98	Allardville	École François-Xavier Daigle	Gymnase FX Daigle	Gymnase / Gymnasium	Intérieure	1964	\$ 100,000			
99	Allardville	École François-Xavier Daigle	Piste et pelouse FX Daigle	Piste at Pelouse / Track and Field	Extérieur	-				
100	Allardville	École François-Xavier Daigle	Basketball FX Daigle	Basketball	Extérieur	-				
117	Allardville	Club de l'Age d'Or d'Allardville	Club de l'Age d'Or d'Allardville	Centre communautaire / Community Centre	Intérieure	-				
118	Allardville	École François-Xavier Daigle	Soccer FX Daigle	Soccer	Extérieur	-				
102	Saint-Sauveur	École La Découverte	Gymnase La Découverte	Gymnase / Gymnasium	Intérieure	-				
108	Saint-Sauveur	École La Découverte	Patinoire École la Découverte	Patinoire Extérieur / Outdoor Rink	Extérieur	-				
116	Saint-Sauveur	Club de l'Age d'or de Saint Sauveur	Club de l'Age d'or	Centre communautaire / Community Centre	Intérieure	-				
112	Saint-Anne	Centre Récréatif de Ste-Anne	Ste-Anne Recreation Center	Centre récréatif / Recreation Centre	Intérieure	-				
115	Pokeshaw	Pokeshaw Recreation Center	Pokeshaw & Black Rock Recreation Center	Centre récréatif / Recreation Centre	Intérieure	-				
121	Pokeshaw	Beach and Picnic site-Pokeshaw	Pokeshaw beach	Plage / Beach	Extérieur	-				
124	Madran	Centre Communautaire de Madran	Centre communautaire	Centre communautaire / Community Centre	Intérieure	-				

Notes	
état actuel et Travaux Passés	Travaux Projetés
Nouvelle surface en 2005	Aucun
Terrain en bon état; Gazon est coupé Cabanon pour les joueurs et pompe pour arroser la patinoire en 2014 (\$5000), plaque de béton craquelée;	-
Construction d'un nouveau gymnase sur l'école existante en 1992 (\$850,000)	Nouvelles bandes:estimé à \$25,000
Sentier aménagé au cours des 5 dernières années. En bonne conditions	Remplacer le système de chauffage; Planifie le prolongement des sentiers en direction de la Villa Sormany et au sud de l'église.
Bon état	Remplacer l'éclairage par des fluorescents; (68x80ft = 5440sf)
Terrain inactif pour le moment Laissé en friche.	Le terrain devrait être refait en 2016 (56 x 88m)
-	Le terrain devrait être refait en 2016 (40 x 56m)
-	-
-	-
-	-
Nouveau plancher; (Gymnase combiné avec la cafétéria. École prévue d'être ouverte jusqu'en 2020.)	-
Bonne condition; Perron, rampe pour PMR et rénovation intérieure (\$15,000)	-
Bandes renouvelées (\$4000)	-
Problème avec le tapis de mousse caoutchouté qui se soulève avec l'humidité.	-
-	-
-	-
-	-
-	-
Très bonne condition;	-
-	-
Le bâtiment a été rénové récemment selon la photo sur Street view	-
Rénovation en 2015	-
-	-
-	-
-	-

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## *APPENDIX D: ASSET INVESTMENT PLANNER*

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Recreational and Community Asset Investment Planner

Asset Overview

No.	Class	Name	Co-Located / Part of Associated Complex	Municipality / LSD	Asset Description
1		e.g. XXX Fields	e.g. Yes, XXX Community Park (see RSC Assets Inventory of Associated Facilities)		e.g. Multiple Fields
2					
3					
4					
5					
6					
7					
8					
....100					

Recreational and Community Asset Investment Planner

Asset Function

Item	Project Class	Name	Municipality / LSD	Primary Intended Function				Corroborating Usage Data
				Regional	Multi-Community	Single Community	Neighbourhood	<i>(Likely little if any exists beyond RSC Rec Plan Study - Opportunity exists to develop this over time)</i>
1		e.g. XXX Fields			100%			
2		e.g. Irving Centre		100%				e.g. Based on bookings, spectator events, and tournament data
3		e.g. xxx Soccer Field			50%	50%		
4		e.g. Parkette					100%	e.g. Based on common knowledge of use
5		e.g. Community Hall			25%	50%	25%	e.g. Based on bookings and community feedback
6								
7								
8								
....100								



Recreational and Community Asset Investment Planner

Asset Investment Needs

Category: Major Repair and Replacement

- Exclusions:
- 1 Deferred Maintenance
  - 2 Small Capital Repair and Replacement: less than \$50,000
  - 3 Net of any private investment contributions (including naming rights, or capital contributions through public-private partnership:

Item	Project Class	Name	Municipality / LSD	Asset Age (Commissioning Date)	Asset Condition	Planned Investment  (Document where planned investment known)				Estimated Replacement  (Document this where no planned investment is presented)		Allocation of Benefit			
						Period: Years 1-5	Period: Years 6-10	Period: Years 11 +	Total	Estimated Cost	Estimated Year	Regional	Multi-Community	Single Community	Neighbourhood
1	Fields	e.g. XXX Fields			e.g. State FCI or refer to published document (hyperlink)	Insert Total - \$	\$	\$	\$	\$	\$	Based on primary intended function			
2		e.g. Irving Centre			e.g.										
3		e.g. xxx Soccer Field													
4		e.g. Parkette													
5		e.g. Community Hall													
6															
7															
8															
....100															

**Category: New Investment**

[illegible]

Recreational and Community Asset Investment Planner

Asset Investment Needs - Collaboration Metrics

Category: All Investments

Item	Project Class	Potential Partners			Type of Partnership: Operational Opportunities
		Municipality / LSD	(Municipal/LSD/ Private/Non-Profit)	Type of Partnership: Capital	
1	Project 1				
	- component 1 (Arena development)		e.g. 2 municipalities	e.g. Joint investment in single facility	cost shared operation deficit
	- component 2 (playground equipment replacement)		e.g. multiple communities	e.g. co-ordinated timing and scale of replacement for capital cost savings and standardization of level of services (enhancement of service level)	No - items remain local services
	- component 3				
2	Project 2				
	- component 1				
	- component 2				
3	Project 3				
4	Project 4				
5	Project 5				
6	Project 6				
7	Project 7				
8	Project 8				
....100					