

TOWN OF SACKVILLE RECREATION MASTER PLAN

(2019-2024)



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SECTION 1

INTRODUCTION

1.1 HISTORY

The Town of Sackville has commissioned consulting companies to publish two Recreation Master Plans in the recent past; the first in 1999 and the second in 2009. Both were used as guiding documents until they were deemed to be outdated. Since the 2009 Recreation Master Plan, there have been changes to the financial picture of the Town, new staff have been employed and departments have shifted, making it necessary to update the plan. With new Town of Sackville Strategic Plan in place, parkland developments on the horizon and various new programs and events being produced, the Council of the Town of Sackville has identified the need to update its Recreation Master Plan using existing staff resources.

1.2 MASTER PLAN OBJECTIVES

As with previous plans, the new Recreation Master Plan will be focused solely on the Town of Sackville. It should be noted that the Town has been an active participant in the development and implementation of the Southeast Regional Recreation Master Plan and, as such, it is recognized that the Town also services Local Service District (LSD) residents in various ways. The objectives of the new Sackville Recreation Master Planning process were:

1. *To assess the implications of Town demographics on future citizen needs for recreational opportunities.*
2. *To use the Southeast Regional Service Commission's (SERSC) recreation asset map and other data to assess existing community recreation infrastructure (facilities), programs, services and events.*
3. *To review and analyze current municipal recreation policies, community partnerships, organization, management, administration and human resource capacity.*
4. *To detail recommendations for Town recreational infrastructure, programs/services, management/administration and resourcing based on current and projected demographics, health status, resident feedback and recreation industry trends.*



1.3 PROJECT PLANNING PROCESS

In undertaking this project to formulate recommendations for the 2019-2024 recreation master plan update, Town of Sackville staff:

- *Created a committee of recreation professionals and volunteers to oversee the plan development process, including representatives from Mount Allison Athletics, Mount Allison Student Life, Mount Allison Summer Camps, The Drew Nursing Home, TRHS Athletics, the Tantramar Family Resource Centre, Tantramar Senior's College, Tantramar Outdoor Club and Town staff.*
- *Facilitated two focus group sessions, one with youth (15 participants) from Tantramar Regional High School and one with representations from local minor sports associations (11 sports participated).*
- *Facilitated one public input session with 12 participants.*
- *Conducted three online surveys for the following demographics: Mount Allison University Students (37 respondents), Middle School/High School (219 respondents), and a general citizen's survey (137 respondents).*
- *Reviewed relevant documents such as the 2009 Town of Sackville Recreation Master Plan¹, the Town of Sackville Strategic Plan 2022², the Sackville Schools 2020 website³, the 2005 Greening Sackville Strategy⁴, the 2018 Sackville Exit 506 Land Use and Functional Plan⁵, Sustainable Sackville⁶, the Southeast Regional Recreation Master Plan⁷, relevant Town correspondence, maps, reports, web-sites, etc.*
- *Reviewed the National Recreation Framework⁸ and emerging trends in the recreation industry that will shape municipal recreational operations.*
- *Reviewed provincial and Town population health data¹⁴.*



SECTION II

WHY A RECREATION MASTER PLAN?

2.1 RECREATIONAL DEMAND VS NEED

Municipal recreational planning is often grounded in measuring demand; which can increase or decrease due to a number of factors; including population growth/decline, recreational activity popularity/participation rates, the time and financial cost to participate, facilities, accessibility, capacity, suitability, etc. Demand can also be heavily influenced by those who are most vocal, making recreational services reactionary rather than strategic. As a public service, however, recreation is mandated to contribute to the overall public good by providing equitable direct and indirect benefits for all citizens.

Health status, demographics and recreation industry trends are the starting point to assessing future citizen recreational needs and plan strategically when investing in appropriate facilities, programs and services. Forecasting the future, however, is fraught with challenges and the Town of Sackville needs to also appreciate that unpredictable factors can and will influence future citizen needs.

2.2 TOWN OF SACKVILLE DEMOGRAPHICS

Population Overview: According to the 2016 census, there are 5,331 permanent residents of the Town of Sackville⁹. Though there was a modest increase in population from 2001 to 2011, the 2016 numbers demonstrate a population decrease of 4.1% from 2011 to 2016. Additionally, from September to May approximately 2,300 Mount Allison University students take up residence in town. Furthermore, 24% of the population is over the age of 65, while 62% is between the ages of 15-65. More telling is that 59% of those between the ages of 15-65 are over 40 years old. Like the rest of New Brunswick, Sackville has an aging population.

Population Projections: There are no assured population projections for the Town of Sackville, but the population of New Brunswick continues to decrease,¹⁰ and unless there is significant economic growth, the provincial population is projected to both decline and age rapidly. With its strategic location, close to two main shipping corridors, its proximity to Moncton, and an ongoing effort by

Town Council and staff to attract people and businesses to town, modest population growth in Sackville is a possibility.

Relevant Socio-Economic Characteristics:

In general, current Town residents can be characterized as⁹:

- Consisting of 1,560 census families with an average household size of 2.2 people of which 85% are couple families and 15.1% are lone parent families.
- Residing in single detached houses (72.1%) that are owned dwellings with an average value of \$184,964.
- Consisting of a high proportion (56%) of residents with college and/or university education.
- Only 20% of residents work outside of Sackville, while 75% commute by personal vehicle and 6.4% as a passenger. 16% commute to work by walking or biking.
- Having an average household pre-tax income of \$77,734 that ranges from \$93,945 for two or more person households to \$40,804 for single person dwellings; both of which are higher than the provincial average.

Based on Sackville and relevant New Brunswick demographics Table 1 identifies key recreation planning implications for the Town of Sackville.

DEMOGRAPHIC TRENDS	RECREATIONAL PLANNING IMPLICATIONS
POPULATION GROWTH	
<ul style="list-style-type: none"> • New Brunswick is the only province in Canada with a decline in population¹⁰. • Any population growth is concentrated in a minority of cities or regions¹⁰. • New Brunswick is an aging population¹⁰. • Currently, nearly 20% of New Brunswick's population are over the age of 65. Projections indicate that by 2038, the proportion of New Brunswick's population over the age of 65 will have increased to a greater extent than any other province and Canada overall¹¹. • According to 2016 Census data, 24% of Sackville residents are 65 years and older⁹. 	<ul style="list-style-type: none"> • Decrease in overall provincial population need for recreational offerings. • Pressure for investment in recreational opportunities as an economic development tool. • Continued user pressure by LSD residents on Town recreational offerings. • Fiscal challenges by growth municipalities to offer extensive recreational offerings to meet citizen recreational needs. • Shift in recreational planning from traditional focus on children/youth to adult/senior adult needs. • Gradual participation declines in traditional children/youth activities/sports that will reduce demand. • Seniors have a variety of needs and abilities; therefore, recreation agencies must provide a variety of facilities and services that meet varied recreation needs. • Preference by adults/senior adults for non-vigorous programs/activities such as walking, aqua-fit, bicycling, golf, gardening, cross-country skiing, etc. • Appropriate recreation facility design to enable full access and facility usage by an aging population and persons of all ages with disabilities • Increased demand for daytime use of facilities and access to programs/services. • Opportunity for wellness and rehabilitation programs/ services in partnership with health sector. • An aging population will contribute to an increase in desire for and participation in arts/cultural programs and experiences (e.g., festivals, theatre, art galleries, educational programs, etc.).



Table 1: Key New Brunswick and Sackville demographic trends and associated implications for Town of Sackville recreational planning.

DEMOGRAPHIC TRENDS

RECREATIONAL PLANNING IMPLICATIONS

CHANGING WORK PATTERNS, FAMILY STRUCTURES AND ECONOMICS

- Smaller household/family size.
- High Sackville proportion (15%) of lone parent families⁹.
- Job sharing, part-time employment, under-employment and early retirement.
- Disparity of free time: some will have ample leisure time with limited income while others will be time-poor and income-rich and look to maximize their free time.
- Continued urban economic prosperity.
- Sackville households make more money than the average New Brunswick household.⁹
- Income and social status have more impact on health than any other determinant¹².

- Recreational facilities readily accessible for spontaneous, at-my-convenience activities.
- Affordability (time, travel, financial cost) of recreational facilities and programs/services.
- Recreation scheduling to accommodate diverse school/work schedules.
- Families seeking opportunities where children and adults can participate in activities together.
- Multi-functional, multi-generational facilities that cater to a wide range of recreation opportunities including physical, artistic, creative, cultural, social and intellectual pursuits.
- Increased demand for experiential programs: outdoor adventure, cultural learning, etc.
- Economic prosperity translates into discretionary income to spend on recreational activities.
- Affordable recreational facilities for all citizens regardless of income as poverty and physical inactivity/poor health are directly linked.
- Most residents and potential migrants consider recreation an important component of quality of life when choosing where to live.



Population Health Status

Health Canada has identified twelve determinants of health¹² that, taken together, shape a person's wellness with socio-economic factors and health behaviours having the largest impact:

1. *Income and social status*
2. *Social support networks*
3. *Education and literacy*
4. *Employment and working conditions*
5. *Social environments (community)*
6. *Physical environment*
7. *Personal health and coping skills*
8. *Healthy child development*
9. *Biology and endowment*
10. *Health services*
11. *Gender*
12. *Culture*

In general, the health of New Brunswick citizens is below, and sometimes well below, the Canadian average¹³. Of note, lower than Canadian average New Brunswick citizen perceptions of their physical and mental health and higher rates in New Brunswick male deaths from heart and stroke, cancer, breathing diseases, accidents and suicide/self-inflicted injuries.

In 2017, the New Brunswick Health Council developed a baseline Community Profile of Sackville and area residents¹⁴. The Community Profile shows that Sackville and area residents generally eat healthier than the New Brunswick average, have a lower Body Mass Index, and are far more likely to use active transportation to travel to and from work. Sackville and area residents are, however, on par with the rest of New Brunswick when it comes to smoking rates at all age levels.

Physical activities that were identified as the most popular for Sackville and area residents included walking, garden/yard work, home exercise, social dance and swimming. Despite an interest in physical activity and active transportation,

Sackville and Area residents tend to have the same physical activity levels as other New Brunswick residents at all ages, which is well below the Canadian average¹⁴.

Given the population health status and aging demographics of New Brunswickers, the scientifically proven wellness benefits of physical activity (better physical, mental and emotional health, posture, fewer falls, better sleep, less pain, reduced stress and new social connections), and the direct link between physical activity and diminished health care costs, investing in recreational opportunities that encourage citizen recreation



Recreation Industry Trends

Overall, New Brunswickers are less active and more likely to be overweight than the average Canadian. This is particularly true for children and youth, and given the significant increased health risks associated with physical inactivity, it is anticipated that there will be an increased prevalence of disease attributed to lifestyle; which will limit the recreational activities people are able to participate in. Additionally, the intensity levels of physical activity decline in age, particularly in women, and with New Brunswick's aging population a higher demand for less vigorous physical activity opportunities is anticipated.

Understanding that an aging population and obesity will lead to increased health costs that could negatively impact other public services, all levels of government have taken on some form of responsibility to promote physical activity. This has challenged municipalities to create partnerships with schools, the health and wellness sector, private business and so forth. Examples of partnerships include community use of schools' agreements, government funding programs and cross promotion of programs and services. This has led to an increase in public awareness of the connection between rising obesity rates, physical inactivity and subsequent health risks.

Government is beginning to understand that eliminating real and perceived barriers to use recreational facilities is critical to citizens starting and sustaining physical activity. This means more attractive and welcoming public recreational infrastructure, programs, and services that are convenient, multi-generational, family-friendly, affordable, accessible and flexible. Teen females, in particular, require safe and positive environments to be physically active.

Barriers to Physical Activity

There are many barriers to living an active lifestyle. Some are real, many are perceived. Many individuals hesitate to try something new, especially as an adult, due to concern over their ability and skill level to participate adequately. Women often name safety a barrier, especially when it comes to outdoor trail systems, and accessibility can be a barrier in terms of facilities that do not or cannot accommodate special needs and do not offer equitable scheduling. Cost is another barrier that is named more than any other and there are now so many alternatives to physical activity and other financial pressures that it simply gets pushed to the side prohibiting youth and adult participation.

It is crucial to make physical activity an easily accessible and inexpensive option for New Brunswickers. Focusing on opportunities that encourage free physical activities, like improved walking and biking trails that interconnect with well-maintained sidewalks and downtown infrastructure, parks and open space, will continue to be important pieces to improving physical activity levels.

Sport vs Recreation

Sport will continue to be a popular recreational activity with children and youth but not everyone chooses to participate in sport, and of those who do, few progress to high levels of competition. Despite there being an increase in the variety of sports an individual can participate in, there has been a national decline in sport registrations among the under 18 age cohort over the past several years. This can be particularly difficult for any individual sport in a smaller town as there are a limited number of children available to participate, leading to registration challenges. To help combat that decline, a concerted effort has been put into attracting females to sport; a focus that has shown some success and needs to continue. Children and youth have also shown an increased interest in non-competitive recreational activities.

Adult participation has been shifting away from team sports towards unstructured physical activities, like walking, biking, swimming and running. This coupled with a shift toward non-competitive activities requires governments to begin shifting their focus from an emphasis on sport-specific facilities and programs and high levels of competition, to facilities that will accommodate a variety of activities year-round. For example, a rink alone will no longer meet demand and traditional summer sports may be looking for indoor facilities where they can operate year-round. Accessible multi-use facilities with walking tracks, multi-purpose rooms, gymnasiums and other features have been replacing single-use facilities; which are often too expensive to operate to be sustainable with only one use. This could create pressure to ensure full community access to existing facilities, such as schools.

The shift from competitive sport will also require a rethink for facility managers on how to schedule sports fields and facilities ensuring equitable access to participants of both genders and all skill levels, managing prime and non-prime time and regional collaboration on facility use. It will also require an increased focus on trail and park development and maintenance as walking, biking, cross-country skiing, and snowshoeing continue to grow in popularity with an aging population.

Relevant Documents

Over the past several years, the federal and provincial governments have supported the development of various documents to help formulize policy and priorities directed toward the recreation field. Some documents include:

1. *Pathways to Wellbeing: A Framework for Recreation in Canada (2015)*⁸
2. *Canadian Sport Policy 2012-2022*¹⁵
3. *New Brunswick Wellness Strategy 2014-2021*¹³
4. *New Brunswick's Recreation and Sport Policy Framework (2017)*¹⁶
5. *Southeast Regional Recreation Master Plan (2018)*¹⁷

These documents should help governments develop smart, stable and long-term public policy resulting in innovative, multi-sector partnerships that will influence citizen healthy/active living and will impact physical recreation participation and infrastructure needs.



SECTION III

ASSESSMENT OF CURRENT TOWN OF SACKVILLE RECREATION DELIVERY SYSTEM

3.1 MUNICIPAL RECREATION FOUNDATION

Municipal Vision and Mission

The Town of Sackville vision and mission sets the tone and intent for the municipal recreation delivery system:

TOWN VISION: *Sackville, New Brunswick is a community at the centre of social innovation and sustainable economic development, where a valued natural environment creates a vibrant backdrop for living, working, and playing².*

TOWN MISSION: *The Town of Sackville, New Brunswick is committed to creating a quality of life rooted in a healthy natural environment and sustainable approach. This calls for balance between economic, social and environmental considerations in the pursuit of economic and community development opportunities².*

Recreation Definition and Philosophy

Although the Town of Sackville did develop a Recreation Master Plan in 2009, there has not been a specific definition or philosophy developed as a framework for the delivery of recreation services. The 2009 Master Plan also does not include specific measurable goals to work towards.

Recreation Roles

The 2009 Recreation Master Plan viewed the Town of Sackville's role in recreation service delivery to be one of parks and facilities management as well as the role of facilitator with community groups to provide programming and event opportunities to Town residents¹⁸.

Since that time, the role of the Town has changed to include the following:

- a. *Facilitate the delivery of recreational opportunities to residents of the Town through existing community organizations and volunteers.*
- b. *Maximize the use of Town owned and operated parks and facilities with efficient and sustainable management and maintenance programs.*
- c. *Deliver direct recreation programs / opportunities where feasible to address existing needs and vulnerable target groups*
- d. *Coordinate and promote Special events within the community to enhance community and economic development.*
- e. *Work with various regional and provincial agencies in exploring and furthering more cost effective recreational opportunities for the Town and our citizens*

3.2 MUNICIPAL RECREATION MANAGEMENT AND RESOURCES

Recreation Policies

The Town of Sackville does not have an existing document that outlines recreation related policies, including:

- **General Policies:**
 - Philosophy
 - Definition of Recreation
 - Roles
 - Goals
- **Community Assistance**
- **Athletic Fields maintenance and fees**
- **Facility User Policies**

Manager of Parks and Facilities

The Manager of Parks and Facilities is Responsible for managing, and directing staff to maintain the Town parks, trails, Tantramar Veteran's Memorial Civic Centre and other Town owned buildings and properties. The Manager of Parks and Facilities works directly with the Town Engineer in overseeing the Town's facilities, including capital and operational budgets.

Manager of Recreation Programs and Events

Responsible for managing and administering all Town organized events and recreational activities. Also responsible for liaising with local recreation and sport organizations and administering the Town's Community Development Grant Program. The Manager of Recreation Programs and Events is a relatively new position, with the job description being developed in 2014.

Recreation Personnel

The Manager of Recreation Programs and Events manages a full-time Programs and Special Events Coordinator as well as a shared secretary. The Manager of Parks and Facilities manages one full-time Secretary, 1 Parks Foreman, and 3 additional fulltime Rink and Parks Attendants.

Part-time programming staff include 1 aquasize instructor and 5 afterschool programmers. Both departments also hire summer staff; including 5 programming

staff, 4 lifeguards and approximately 7 parks students. Student terms are from May to September or June to September depending on the position.

Internal Municipal Collaboration

Recreation works closely with all of the municipal departments and various organizations, but the primary partners include:

Public Works Department:

maintenance and upgrades to recreation facilities

Manager of Tourism and Business Development:

recreation events planning and development, and parks signage.

Sackville Arts Wall Committee:

a committee of council consisting of volunteers who advise on inductees to the Sackville Arts Wall.

Sackville Sports Wall of Fame Board of Directors:

a committee consisting of volunteers who advise on inductees to the Sackville Sports Wall of Fame.

Waterfowl Park Advisory Committee:

a committee of council consisting of volunteers that advises on work in the Sackville Waterfowl Park.



Recreation Operational Budget and Expenditures

Table 2 summarizes the Recreation expenditures relative to total municipal expenditures from 2013-2017. Not surprisingly, Transportation, Policing and General Government account for the majority of annual Town expenditures, approximately 50% of the annual operating budget, while Recreation typically accounts for 11.3% of annual Town expenditures.

Table 2: Summary of Recreation expenditures 2013-2017

	2013	2014	2015	2016	2017
TOTAL MUNICIPAL EXPENDITURES	\$9,869,215	\$10,173,389	\$10,843,229	\$10,716,890	\$11,126,946
TOTAL RECREATION EXPENDITURES	\$1,027,069	\$1,064,447	\$1,257,743	\$1,299,609	\$1,318,736
RECREATION EXPENDITURES AS % OF TOTAL MUNICIPAL EXPENDITURES	10.4%	10.5%	11.6%	12.1%	11.9%
RECREATION COST IN CENTS	18.4	18.4	21.2	21.3	20.9



Table 3 provides a full analysis of actual recreation services operational expenses from 2015-2017. As with any mid-sized municipal recreation department, most of the operational budget is spent on salaries for the managers, parks/civic centre employees, programming staff and administration. The second largest expense is the operation of the Tantramar Veteran's Memorial Civic Centre, accounting for 20% of annual recreation operational costs, with parks operations and maintenance accounting for 11% of the budget.

Table 3: Analysis of municipal recreation department budgets for 2015, 2016 and 2017

CATEGORY	RECREATION BUDGET / EXPENDITURES					
	2015		2016		2017	
	\$	%	\$	%	\$	%
RECREATION PROGRAMS SALARIES	\$192,741	15%	\$199,421	15%	\$211,144	16%
PARKS & FACILITIES SALARIES	\$430,713	34%	\$443,820	34%	\$474,010	36%
PARKS OPERATIONS & MAINTENANCE	\$136,660	11%	\$151,050	12%	\$124,470	9%
ARENA OPERATIONS	\$250,931	20%	\$275,913	21%	\$264,231	20%
SPECIAL EVENTS	\$72,878	6%	\$73,516	6%	\$79,855	6%
RECREATION PROGRAMS	\$35,568	3%	\$37,962	3%	\$28,980	2%
ADVERTISING	\$16,317	1%	\$12,411	1%	\$15,189	1%
COMMUNITY GRANTS	\$90,411	7%	\$79,200	6%	\$76,250	6%
PROGRAM EQUIPMENT	\$5,227	<1%	\$5,034	<1%	\$13,036	1%
OTHER / ADMINISTRATIVE	\$26,297	2%	\$21,282	2%	\$31,571	2%
TOTAL	\$1,257,743	100%	\$1,299,609	100%	\$1,318,736	100%

Recreation Department Capital Requests and Actuals

Sackville Town Council has been very supportive of recreational infrastructure projects over the past several years; with over \$2.2 million spent on recreation infrastructure over a four-year period, and more projects planned in the near future.

Table 4 summarizes 2014-2017 recreation capital expenditures. Many were paid for with 100% municipal tax dollars, but some were subsidized by outside grant opportunities (e.g. ball field lights and backstop, half-pipe, Memorial Park shade structure, etc.).

RECREATION FACILITY	Year	Capital Request	Actual Capital Costs (excluding HST)
Tantramar Veteran's Memorial Civic Centre	2014	Refrigeration Upgrades	\$10,878
	2015	Refrigeration Upgrades	\$30,252
	2017	Roof heater cable upgrades	\$12,950
Total			\$54,080
Sackville Waterfowl Park	2014	Signage replacement project	\$17,600
	2014	Boardwalk Replacement	\$291,700
	2015	Boardwalk Replacement	\$470,022
	2015	Trail improvements	\$9,830
	2017	Observation Tower	\$21,162
Total			\$810,314
Dufferin Street Skate Park	2014	Equipment upgrade	\$8,823
	2017	New ½ pipe	\$21,500
Total			\$72,605
Ball Field Upgrades	2015	Backstop replacement	\$17,307
	2016	Light Replacements	\$45,195
Total			\$62,502
Beech Hill Park Upgrades	2015	Disc Golf Course	\$7,820
	2015	Outhouse replacement and potable water installation	\$16,890
	2017	Minor	\$644
Total			\$25,344
Memorial Park	2014	Monument design and installation	\$15,095
	2017	Picnic shelter	\$20,295
Total			\$35,390
Bill Johnstone Memorial Park	2014	Complete park redesign, splash pad and new activity building	\$1,128,856
Sackville Arts Wall	2017	Design and construction	\$42,282
Lillas Fawcett Park	2015	New Lifeguard Hut	\$55,697
TOTAL CAPITAL EXPENDITURES			\$2,287,070

3.3 RECREATION FACILITIES

Sackville and area residents benefit from a variety of existing and planned recreation infrastructure that is provided by the Town, community schools, non-profit organizations, Mount Allison University and the private sector.

Town of Sackville Recreation Infrastructure and Outdoor Opportunities

Municipal Infrastructure:

The Town of Sackville owns and maintains 5 major parks. Beech Hill Park includes walking trails, a picnic area, an 18-hole disc golf course and amazing snowshoeing and cross-country skiing. Memorial Park is a leisure park dedicated to commemorating Sackville military veterans and includes a picnic area, cenotaph and other military memorials/displays. Bill Johnstone Memorial Park includes a bandstand, activity centre, playground, public washrooms, splash pad and both tennis and basketball courts. Lillas Fawcett Park has a playground, greenspace, public washrooms and a supervised beach. Finally, the Sackville Waterfowl Park is the town's most important tourism draw, and includes walking trails, boardwalks, a portion of the TransCanada Trail, a visitor information centre and great opportunities for birding.

The Town also owns two baseball fields, one soccer field, a skateboard park, an extreme bike park, the Tantramar Veteran's Memorial Civic Centre, an 18-hole disc golf course, the Bill Johnstone Memorial Activity Centre; and will soon have a new wetlands area near Lorne Street as part of the flood mitigation efforts. The Ogden Loop and Crooked Tree Trail systems are owned by the Town and are primarily maintained by the Tantramar Outdoor Club; who also maintain trails stretching past the Town's property.

School Infrastructure:

The three schools in Sackville include three gymnasiums, community spaces, a performance venue, and three functional sports fields. The Town and the school district have a reciprocal agreement that allows community access to school facilities.



Private Infrastructure:

There are a variety of private opportunities in Sackville, including two yoga studios, the Middle Sackville Baptist Church gymnasium, the TransCanada Trail System, the Sackville Curling Club, Perpetual Motion Dance Studio, and the Sackville Golf and Country Club. Additionally, Mount Allison University includes an indoor pool, double gymnasium, fitness centre, weight room, exercise rooms and 4 soccer / football fields.

With Dorchester, Amherst, and Memramcook all within a 20-minute drive, and Moncton, Shediac and Port Elgin only 35 minutes away, Sackville residents have reasonable access to a variety of other recreational facilities and opportunities.

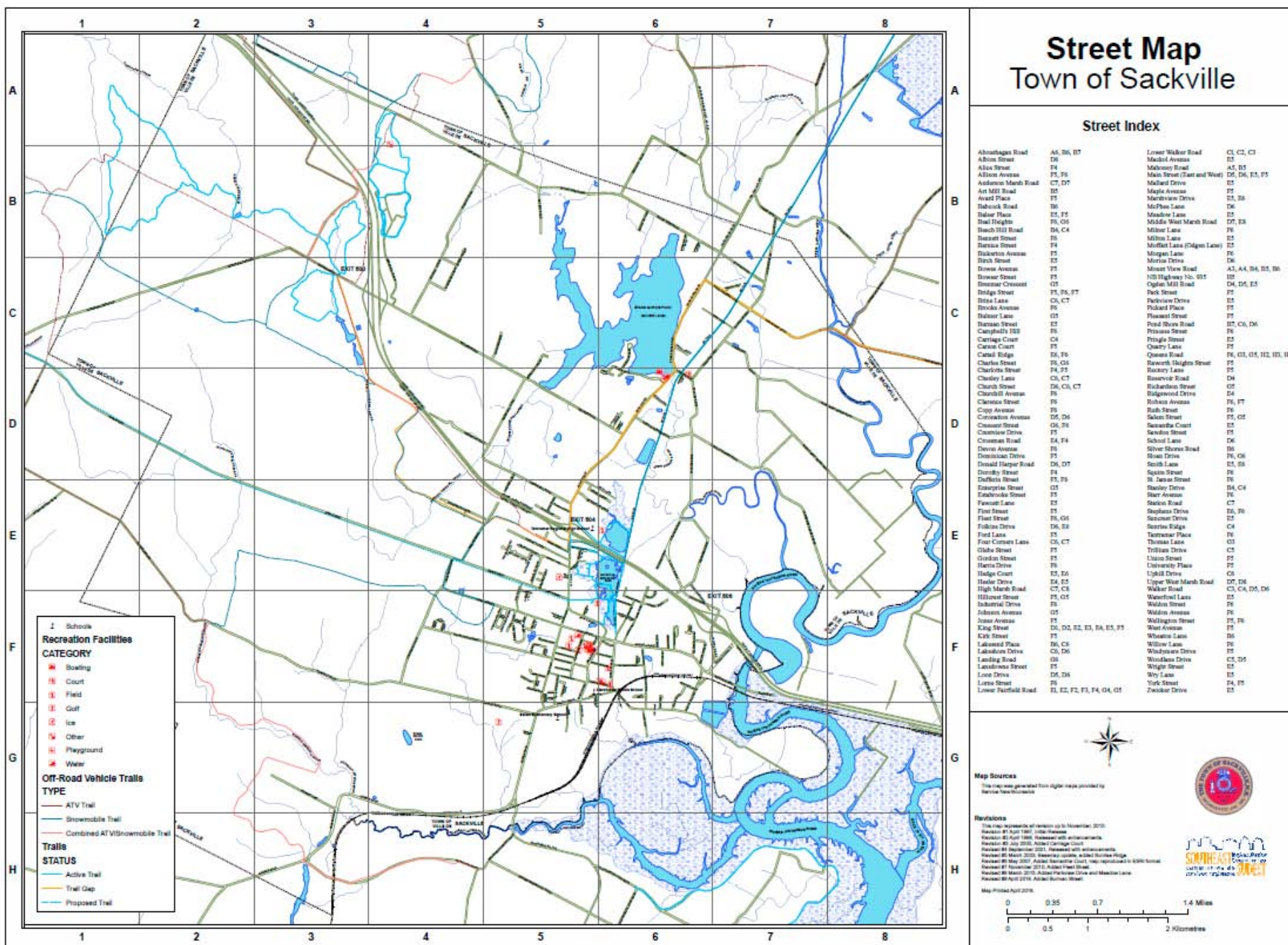
Outdoor Recreation Opportunities:

Located on the Tantramar Marsh, Sackville boasts numerous outdoor recreational opportunities (swimming, boating, fishing, hiking, snowmobiling, birding, cross-country skiing, bicycling, snowshoeing, etc.). The most significant opportunities include the beach and boat launch at Lillas Fawcett Park, the Sackville Waterfowl Park and the Crooked Tree/Ogden Loop trail systems along with Beech Hill Park on Walker Road. There is also a dyke system behind the Industrial Park that is heavily used by walkers.

Nearby, you can find ATV trails, the Westcock Dykes, Rockport Trails, Johnson Mills Shorebird Reserve and Interpretation Centre and more.



Table 5: Current recreation infrastructure located within the Town of Sackville¹³.



3.4 RECREATION PROGRAMS

Town of Sackville Programming

The 2009 Recreation Master Plan for Sackville¹⁸ recommended:

A move from a mixed program delivery/program support department to a program support department.

and

The town should focus on developing the core area projects that serve to make a stronger community center prior to developing outer area projects, trails and further Active Transportation work. Thus, the approach is based on the notion of developing the core area nodes first, outer area nodes second, and finally, complete the trail and street network that create the connective linkages that form the network.

This community facilitation to programming approach quickly resulted in various gaps and the Town reverted back to offering some programming opportunities while continuing to support other organizations in their programs.

Table 6 identifies various community organizations in the Town that offer recreational programming categorized as sport, outdoor, non-sport, health and fitness, seniors, community groups and special events.

Table 6: Current recreational programs in Sackville

	Organization	Programming	Target Population	Facilities Used
SPORTS	Sackville Basketball Boosters	Recreational and competitive leagues	Youth ages 5-17	School Gymnasiums
	Windsor Gymnastics	Recreational	Children/Teens	Marshview Middle School
	Sackville Minor Baseball	Recreational and competitive leagues	Ages 4-15	Chester Cole Memorial Ball Fields
	Sackville and Area Adult Mixed Slo-Pitch League	Recreational league	Ages 16+	Chester Cole Memorial Ball Fields and Dorchester Ball Field
	Sackville Men’s Hockey League	Recreational league	Ages 19+	Tanramar Veteran’s Memorial Civic Centre



Table 6: Current recreational programs in Sackville *(Continued)*

Organization	Programming	Target Population	Facilities Used
Sackville Minor Hockey	<i>Recreational and competitive leagues</i>	<i>Ages 4-18</i>	<i>Tantramar Veteran's Memorial Civic Centre</i>
Gentleman's Hockey League	<i>Recreational</i>	<i>Ages 35+</i>	<i>Tantramar Veteran's Memorial Civic Centre</i>
Tantramarsh Lacrosse	<i>Recreational and competitive leagues</i>	<i>Male and Female ages 7-16 years</i>	<i>Tantramar Veteran's Memorial Civic Centre</i>
Sackville Curling Club	<i>Recreational and competitive leagues</i>	<i>All Ages</i>	<i>Sackville Curling Club</i>
Sackville Skating Club	<i>Learn to Skate Recreational and competitive</i>	<i>Figure skating ages 3+</i>	<i>Tantramar Veteran's Memorial Civic Centre</i>
Pickleball	<i>Recreational drop-in</i>	<i>Adults</i>	<i>MTA Gymnasium</i>
Sackville Minor Soccer Association	<i>Recreational and competitive leagues</i>	<i>Male and female, ages 5-17 years</i>	<i>Town and school fields</i>
Disc Golf	<i>Recreational and competitive disc golf</i>	<i>Youth-Senior Adults, male and female</i>	<i>Beech Hill Disc Golf Course</i>
Golf	<i>Recreational and competitive golf instruction</i>	<i>Youth-Senior Adults, male and female</i>	<i>Sackville Golf and Country Club</i>
Badminton	<i>Recreational drop-in</i>	<i>Youth and Adults</i>	<i>Middle Sackville Baptist Church</i>
Cross Country Skiing/Snow Shoeing	<i>Jackrabbits</i>	<i>Ages 4-15</i>	<i>Crooked Tree and Beech Hill Park trails</i>
High School and Middle School Sports	<i>Wide variety</i>	<i>Ages 10-18</i>	<i>Various</i>
Boxing	<i>Recreational and Competitive</i>	<i>Youth</i>	<i>Bob Edgett's Boxing Club</i>
Sackville Minor Football	<i>Recreational and Competitive</i>	<i>Ages 5-14</i>	<i>Sports Fields</i>
Sackville Swim Club	<i>Recreational and Competitive</i>	<i>Ages 3-18</i>	<i>Mount Allison Pool</i>

Organization	Programming	Target Population	Facilities Used
Town Summer Programming	<i>Various Programs</i>	<i>All Ages</i>	<i>Various parks and facilities</i>
Town Trailblazers Afterschool Program	<i>Outdoor based programming</i>	<i>Ages 5-13</i>	<i>Salem Elementary School</i>
Other Afterschool Programs	<i>Wide variety</i>	<i>Ages 5-18</i>	<i>Various schools</i>
MTA Summer Camps	<i>Day Camp programming</i>	<i>Ages 4-12</i>	<i>Mount Allison University</i>
Learn Ukulele	<i>Music program</i>	<i>Ages 50+</i>	<i>Bill Johnstone Memorial Activity Centre</i>
K.A.M.P.	<i>Mentorship program with MTA student volunteers</i>	<i>Ages 5-12</i>	<i>Salem Elementary School</i>
Girl Guide Program	<i>Leadership development and community service</i>	<i>Girls ages 7-17</i>	<i>Local churches and schools</i>
1st Tantramar Scouts (Beavers, Cubs, Scouts, Venturers)	<i>Leadership development Outdoor programs</i>	<i>Male and female Ages 5-17</i>	<i>Local churches</i>
Chignecto 4-H Club	<i>Leadership development</i>	<i>Ages 5-18</i>	<i>St Marks Hall in Mount Whatley</i>
681 RCACS Air Cadets	<i>Leadership and skill development</i>	<i>Ages 12-18</i>	<i>Middle Sackville Baptist Church</i>
Dance	<i>Jazz, Tap, Ballet, Hip Hop, etc</i>	<i>Ages 4+</i>	<i>Perpetual Motion Dance Studio</i>
Karate	<i>Recreational and competitive leagues</i>	<i>All ages</i>	<i>Sackville Commons</i>
Make Something Sundays	<i>Monthly art program</i>	<i>All ages</i>	<i>Owen's Art Gallery</i>
Sackville Art Hive	<i>Community Art program</i>	<i>All Ages</i>	<i>Sackville Commons</i>
Tantramar Outdoor Club	<i>Snowshoeing, cross country skiing, hiking and biking</i>	<i>All Ages</i>	<i>Crooked Tree/Ogden Loop and Beech Hill Park Trails</i>
Sackville Rod and Gun Club	<i>Rifle, pistol and shotgun shooting Hunter safety education</i>	<i>Youth and Adults</i>	<i>Private shooting range located on Landing Road</i>
Library Programs	<i>Literacy, art, etc</i>	<i>Children and Youth</i>	<i>Sackville Public Library</i>

HEALTH & FITNESS	Organization	Programming	Target Population	Facilities Used
	Town 50+ and Primetime Aerobics	<i>Fitness and health</i>	<i>Ages 50+</i>	<i>Tantramar Veteran's Memorial Civic Centre</i>
	Aquasize	<i>Fitness and Health</i>	<i>Adults</i>	<i>Mount Allison Pool</i>
	Private Fitness instructor	<i>Fitness and health</i>	<i>Adults</i>	<i>Sackville Curling Club</i>
	Various fitness Programs	<i>Fitness and health</i>	<i>Young to senior adults</i>	<i>Mount Allison Athletics Centre</i>
	Town's Learn to Run	<i>Fitness and health</i>	<i>Adults</i>	<i>Bill Johnstone Memorial Park</i>
	Yoga	<i>Fitness and health</i>	<i>Adults</i>	<i>Nava and Leela Yoga Studios</i>
	Sackville Meditation Group	<i>Mental Health Meditation</i>	<i>Adults</i>	<i>Sackville United Church</i>
	Daybreak	<i>Mental Health support activities</i>	<i>Adults</i>	<i>Sackville Commons</i>
	Open Sky Co-Operative	<i>Mental Health support activities</i>	<i>Adults</i>	<i>Open Sky Farm</i>

COMMUNITY GROUPS	Organization	Programming	Target Population	Facilities Used
	Community Churches	<i>Youth and adult programming</i>	<i>Youth and adults variable from church to church</i>	<i>Church facilities</i>
	Tantramar Senior's College	<i>Educational and physical activities</i>	<i>Ages 50+</i>	<i>Various</i>
	Sackville Rotary Club	<i>Community service</i>	<i>All Ages</i>	<i>Various</i>
	Live Bait Theatre	<i>Community service</i>	<i>All Ages</i>	<i>Various</i>
	Performer's Company Theatre	<i>Community service</i>	<i>All Ages</i>	<i>Various</i>
	Tantramar ATV Club	<i>ATVs</i>	<i>All Ages</i>	<i>Local/regional trails</i>
	Sackville Snow Drifters	<i>Snowmobiling</i>	<i>All ages</i>	<i>Local/regional trails</i>
	Tantramar Family Resource Centre	<i>Literacy, Family support</i>	<i>Young families</i>	<i>Various</i>
	Sackville Commons	<i>Shared workspace</i>	<i>Entrepreneurs</i>	<i>Unity Park</i>
	Various Mount Allison Student Clubs	<i>Various</i>	<i>All ages</i>	<i>Various</i>
	Sackville Community Association	<i>Community service</i>	<i>Low income</i>	<i>N/A</i>
	Sackville Senior's Club	<i>Activities</i>	<i>Seniors</i>	<i>Various</i>
	Chignecto Naturalists Club	<i>Educational</i>	<i>Open</i>	<i>Various</i>

	Organization	Programming	Target Population	Facilities Used
SPECIAL EVENTS	Town Operated Special Events	<ul style="list-style-type: none"> • New Year's Levee • Sports Recognition Night • Winterfest • Mountie Day • Poetry Month • Operation Beautification • Volunteer Recognition Night • Canada Day • BHP Challenge • NB Day • Welcome Mount Allison Students Corn Boil • Sports Wall of Fame • Sackville Arts Wall • Fall Fair • Pride Parade 	<i>All ages</i>	<i>Depends on event</i>
	Special Events organized by local community groups	<ul style="list-style-type: none"> • Fireman's Carnival • SappyFest • Sackville Music Festival • OK Quoi! • Sackville Early Music Festival • Various fundraisers 	<i>All ages</i>	<i>Depends on event</i>

Regional Recreation Programming

As with recreation facilities, Town of Sackville residents have access to an abundance of recreational programming readily available throughout the Moncton and Amherst Regions ranging from body building to speed skating, canoeing, volleyball, various forms of dance, wheelchair/blind sports, football, darts, sailing, cycling, archery, etc.

Community Perceptions of Current Recreation Delivery System

As outlined in Section 1, community members were engaged through 3 online questionnaires: Mount Allison Student focused, youth focused, and general resident focused. Additionally, two focus groups were held, one with high school youth and one with the various minor sport associations in Town. Finally, a public consultation meeting was held, and patrons of the Sackville Farmer's Market were engaged throughout the summer of 2018.

Overall, 97% of those asked felt that recreation programs, parks and services were important to the quality of life in Sackville. 45% of residents felt that the existing structure met their needs, while only 32% felt their needs were not entirely met. Youth numbers were more favourable, where 67% felt that the current structure met their needs.

By far, most residents use Town parks and programs for either social or physical fitness reasons. They felt that the condition of Town parks is either excellent or good and well programmed, but there needed to be more done to connect Town parks through trails and active transportation routes. Most of the other recreation facilities in town are well received, including the Tantramar Veteran's Memorial Civic Centre, the Bill Johnstone Memorial Activity Centre, sidewalks and most Mount Allison facilities. Residents felt the Salem and Marshview school gymnasiums, especially the Marshview Middle School Gymnasium, biking safety, and the Mount Allison Pool required the most attention.

Residents felt that a community space that includes an indoor walking track and a dedicated youth and art space should be an infrastructure priority in the coming years. An off-leash dog park was also mentioned on several occasions, along with adding more trails, both for connectivity purposes and to take advantage of some of the Town's outdoor opportunities, such as the Quarry and the dyke system.

50% of residents felt that the quality of programs being offered were either excellent or good, with only 5% not satisfied. Evening programming for adults, art for children, youth and adults, and more intergenerational programming were all common suggestions. The youth participants showed a strong interest in rugby and badminton programs either during the summer months or during the afterschool period.

66% of residents who have registered for programs in the past have done so online while 31% have registered in person. Interestingly, 8% did not know how to register for a recreational program. That number is worst for youth where 13% of respondents had not heard of programming opportunities in Town. By far, the most well known and highly rated special event offered by the Town was Fall Fair. The BHP Challenge and Operation Beautification seemed to be the two events that were the least well known, both of which have been established within the past four years. Most residents rated all of the Town events as excellent or good and only New Brunswick Day and Winterfest events looked like they may need some improvement.

There were several event suggestions that the Town may be interested in exploring, including dances/concerts, Environmental Week activities, bringing back the Street Chalk Festival and a Diversity Festival. There were also a significant number of residents who felt there are enough events in Town and adding more is not necessary.

SECTION IV

TOWN OF SACKVILLE RECREATION PLANNING REALITIES

4.1 RECREATION PLANNING REALITIES

There are equally important key realities that need be considered in updating the Town of Sackville recreation master plan for execution over the next five years (2019-2024).

- **Future citizen recreational needs based on demographics, health status and recreation industry trends.**
- **An objective analysis of the current recreation delivery system.**
- **The current and projected fiscal environment.**
- **Addressing the recreation infrastructure deficit.**

Future Citizen Recreational Needs

As noted earlier, the Town of Sackville has seen a 4.1% decrease in population between 2011 to 2016 (5558 to 5331 residents)⁹. The Town also has an aging population, with 24% of residents being over the age of 65. The Town's Strategic Plan focuses on attracting new businesses and young families to Town, so there is the possibility of a demographic shift, but for now only 14.2% of residents are under the age of 15, meaning there will likely be an increase in recreational needs for adults over the ages of 65 while the demand for younger residents will continue to fall. This could eventually lead to more demand for non-vigorous activities.

In Sackville, there is demand by residents for a high quality-of-life community which includes availability and accessibility to a variety of high quality recreational facilities, programs and services. Where Sackville is the geographical hub of the Tantramar Region of New Brunswick, there is additional pressure by LSD residents on Town recreational facilities and programs. This is both a positive in terms of more participants and volunteers but also a challenge in terms of Town resources to accommodate LSD resident recreational needs.

The resident consultation process demonstrated that there is an increasing need for equitable access to more varied recreational opportunities that address artistic, creative, cultural, social and intellectual recreational pursuits, as well as physical pursuits (ranging from highly physical to non/less physical). This means recreational facilities must be convenient, readily accessible (physical access, time and money), safe/secure, multi-functional, multi-generational, high quality and cater to a wide variety of physical, artistic, creative, cultural, social and intellectual programming/opportunities, that will require innovative approaches to recreation facility and programming design, partnerships and management.

The community recreation delivery system needs to be supported by municipal policies, priorities and resource allocations to fulfill citizen needs in the same way transportation, policing, municipal buildings and economic development services are supported. Ideally a broad-based healthy living (physical, social, emotional, etc.) approach will be integrated into all aspects of community planning and developments.

Analysis of Town of Sackville Recreation Delivery System

Currently, the Town does not have a mission, vision or attainable goals concerning its recreational services. Programs are offered without any strategic direction and facilities are constructed or improved with some advanced planning but are still more reactive in nature (citizen has an idea or outside funding becomes available) rather than strategic (part of a long-term vision). The Town needs to be more strategic in its approach to recreation and be sure the resources are available to maintain any future projects.

Current and Projected Fiscal Climate

In updating the Town of Sackville recreation master plan for 2019-2024, the projected fiscal reality needs to be considered. The availability of high-quality recreational services is increasingly becoming a significant economic development factor in municipalities and must be treated as such. Though residents do need employment opportunities, those opportunities alone will no longer suffice. To attract and retain residents and continue to grow as a healthy economy, communities today need a much different infrastructure than that of the past 50 years.

Increasingly, smart communities understand and invest over the long term in the amenities, atmosphere and environment that collectively create the quality of place that attracts and retains individuals and families¹⁸. Recreational services are today, and will increasingly be in the future, a priority by people choosing where to live and to stay over the long term, and as such, the municipality needs to prioritize recreation services during annual budget planning.

Recreational Infrastructure Deficit

The Town of Sackville must consider recreation facility upgrades and repairs over the coming five years that will be capital intensive. Ignoring facility degradation will result in resident dissatisfaction with facility attractiveness, safety, accessibility, user restrictions, etc. that will culminate in reduced use and programming, continued escalation of operational costs and ultimately facility deterioration to the point of non-use. The Town's newly adopted Asset Management Plan will serve as an important resource as staff and council prioritize future capital projects.



SECTION V

TOWN OF SACKVILLE RECREATION MASTER PLAN (2019-2024)

During the planning process to develop the new Town of Sackville Recreation Master Plan, all the recommendations made in 2009 plan were reviewed. While some elements of 2009 Master Plan remain relevant, this new document is intended to enhance the Town's recreational services in a strategic, efficient, resourceful and affordable manner. This new focus will positively impact the quality of life of Town residents and attract new residents and businesses to the community.

5.1 RECREATION MASTER PLAN RECOMMENDATIONS: 2012-2022

MUNICIPAL RECREATION FOUNDATION

Recreation Definition:

In 2015, the Town Council endorsed *A Framework for Recreation in Canada: Pathways to Wellbeing*. As a result, the Town of Sackville shares the Framework's definition of recreation⁸.

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

Town of Sackville Recreation Vision:

Recreation and Parks are considered vital to the enrichment of Sackville as a vibrant and enjoyable community in which everyone is engaged in meaningful, accessible recreation experiences that foster individual wellbeing, community wellbeing and the wellbeing of our natural and built environments.



Town of Sackville Recreation Mission:

We work to make Sackville the happiest, healthiest place to live, work, and play in New Brunswick through dynamic programs, attractive public spaces, and collaborations that: Provide healthy and fun recreation, sport, and leisure choices; cultivate, maintain, and protect natural and cultural resources; and provide opportunities for creative expression.

Town of Sackville Role in Recreation:

Plan, develop and manage financially viable and sustainable community indoor and outdoor facilities and open/green space, programs and services that balance the broad recreational needs of all residents of the Town regardless of age, ability, gender, income level, ethnicity, or preferences and interests. In doing so, the Town will respect the valuable contributions of community organizations and volunteers by aiding in their efforts to deliver community programs and services and encouraging their collaboration, cooperation, development of new programs/services, special events and leadership development efforts.

Municipal Recreation Strategic Directions and Objectives

The Town's recreational actions and objectives have been developed keeping in mind the five goals of *A Framework for Recreation in Canada: Pathways to Wellbeing*⁸.

GOAL 1: Active Living

Foster lifelong active living through physical recreation.

GOAL 2: Inclusion and Access

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

GOAL 3: Connecting People and Nature

Help people connect to nature through recreation.

GOAL 4: Supportive Environments

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

GOAL 5: Recreation Capacity

Ensure the continued growth and sustainability of the recreation field.



STRATEGIC DIRECTION #1: MARKETING & COMMUNICATION

Objectives	Action Items	Timing	Partners	Metrics	Pathways Goal
Ensure all residents of Sackville have access to municipal recreation information.	<i>Review and evaluate existing marketing methods and expenditures</i>	2019	<i>Corporate Projects Tourism</i>	<i>Report on current financial allocations</i>	<i>Inclusion and Access</i>
	<i>Develop a departmental communications process consistent with the Town's marketing and communications plan</i>	2019	<i>All Departments</i>	<i>Completion of plan</i>	<i>Inclusion and Access</i>
	<i>Shift towards web-based marketing (Social Media, Community Calendar, etc)</i>	2020	<i>All Departments</i>	<i>Increase in online advertising</i>	<i>Inclusion and Access</i>
	<i>Develop a Sackville Recreation App</i>	2021	<i>Programs and Events/Parks</i>	<i>Completion of App design and implementation</i>	<i>Inclusion and Access Supportive Environments</i>
Establish quarterly communications promoting upcoming events and program registrations.	<i>Assess costs associated with a quarterly mailout to Sackville residents</i>	2019	<i>Programs and Events</i>	<i>Cost Assessment</i>	<i>Inclusion and Access</i>
	<i>Determine best communications option for each season</i>	2019	<i>Programs and Events</i>	<i>Development of programs communications plan</i>	<i>Inclusion and Access Supportive Environments</i>
	<i>Establish departmental program planning process</i>	2019	<i>Programs and Events</i>	<i>Develop schedule</i>	<i>Inclusion and Access</i>
Support community organizations with their communications	<i>Schedule meeting with all local sports and recreation organizations</i>	2019	<i>Programs/Parks /Local Organizations</i>	<i>Establishment of meeting</i>	<i>Inclusion and Access Supportive Environments</i>
	<i>Establish online promotion procedure for local organizations</i>	2020	<i>Programs /Local Organizations</i>	<i>Establishment of procedure</i>	<i>Inclusion and Access Supportive Environments</i>
Develop and promote the Sackville Recreation brand	<i>Consistent messaging using the Sackville Recreation logo</i>	ongoing	<i>Programs/Parks/ Tourism/Corporate Projects</i>	<i>Review of promotional material</i>	<i>Inclusion and Access Supportive Environments</i>
	<i>Establish recreation recognition/ certification program and criteria for local organizations and businesses</i>	2021	<i>Programs/Local Organizations</i>	<i>Beginning of programs assessment process</i>	<i>Inclusion and Access Supportive Environments</i>

STRATEGIC DIRECTION #2: STRENGTHEN COMMUNITY RECREATIONAL CAPACITY

Objectives	Action Items	Timing	Partners	Metrics	Pathways Goal
Improve communication between local sport and recreation organizations	<i>Develop a local sport committee made up of various sport organizations in Sackville</i>	2021	<i>Programs/Facilities/ Local Sport Organizations</i>	<i>Establishment of committee</i>	<i>Active Living Recreation Capacity</i>
	<i>Coordinate annual recreation and sports fair</i>	2020	<i>Programs/Local Sport & Rec Organizations</i>	<i>Participation in fair</i>	<i>Active Living Recreation Capacity Inclusion and Access</i>
	<i>Develop a coordinated registration process (online or in-person)</i>	2023	<i>Programs/Local Sport & Rec Organizations</i>	<i>Development of registration process</i>	<i>Recreation Capacity Inclusion and Access Supportive Environments</i>
Increase the number of volunteers in Sackville	<i>Become actively engaged with the Sackville Volunteer Database</i>	2019	<i>Programs/Sackville Commons/Mount Allison</i>	<i>Level of engagement with database</i>	<i>Recreation Capacity</i>
	<i>Continue to support volunteer recognition programs within the Town (Crown of Winterfest, Citizen of the Year, Volunteer Night, etc)</i>	ongoing	<i>Programs and Events</i>	<i>Continuation of the programs</i>	<i>Recreation Capacity Supportive Environments</i>
	<i>Develop a Volunteer Mentorship Program</i>	2019	<i>Programs/Mount Allison Student Union/ Renaissance Sackville</i>	<i>Implementation of the program</i>	<i>Recreation Capacity</i>
Offer training opportunities for volunteers and staff of local organizations	<i>Implement Learn 2 Lead model used in Cumberland County, Nova Scotia</i>	2022	<i>Programs/ Cumberland County Recreation/ Cumberland YMCA</i>	<i>Implementation of model</i>	<i>Recreation Capacity</i>
	<i>Develop a database of recreation and physical activity leader training opportunities in Nova Scotia, Prince Edward Island and New Brunswick</i>	2020	<i>Programs/ Recreation NB</i>	<i>Development of Database</i>	<i>Active Living Recreation Capacity</i>

STRATEGIC DIRECTION #3: STRENGTHEN COMMUNITY RECREATION PROGRAMMING

Objectives	Action Items	Timing	Partners	Metrics	Pathways Goal
Explore a pilot project to subsidize ice rentals at the Tantramar Veteran's Memorial Civic Centre for children's programming	<i>Develop a sustainable financial model</i>	2019/2020	<i>Facilities/Finance/Rink user groups</i>	<i>Approval of Council</i>	<i>Active Living Inclusion and Access Supportive Environments</i>
	<i>Develop an Ice Usage Policy for the Tantramar Veteran's Memorial Civic Centre</i>	2019	<i>Facilities/Finance/Rink user groups</i>	<i>Approval of Council</i>	<i>Inclusion and Access Supportive Environments</i>
Continue to offer fields and school spaces free of charge for children and youth activities	<i>Annual review of reciprocal agreement with the School District</i>	ongoing	<i>Programs/Parks and Facilities</i>	<i>Annual Meeting</i>	<i>Inclusion and Access Supportive Environments</i>
	<i>Rewrite the reciprocal agreement with the School District when a new school is built.</i>	unknown	<i>Programs/Parks and Facilities</i>	<i>Signed reciprocal agreement</i>	<i>Inclusion and Access Supportive Environments</i>
Support underrepresented low to no-cost Town operated programming opportunities for all ages	<i>Maintain a database of existing program opportunities in Town</i>	2019/ongoing	<i>Programs</i>	<i>Development of database</i>	<i>Inclusion and Access</i>
	<i>Identify and fill any gaps in recreational programming</i>	ongoing	<i>Programs</i>	<i>Implementation of new programs</i>	<i>Inclusion and Access</i>
	<i>Maintain research on recreation programming trends</i>	ongoing	<i>Programs</i>	<i>n/a</i>	<i>All Five Goals</i>
Promote and/or facilitate existing registration subsidies (KidSport, Jump Start, etc)	<i>Develop a database of existing subsidies</i>	2019	<i>Programs/Sport NB</i>	<i>Development of database</i>	<i>Active Living Inclusion and Access</i>
	<i>Explore facilitating disbursement of subsidies for Sackville residents</i>	2020	<i>Programs/PRO Kids Moncton</i>	<i>Develop subsidy disbursement policy</i>	<i>Inclusion and Access</i>
Enhance the recreation equipment loan program in Sackville	<i>Grow the Town's sports and recreation equipment inventory</i>	2021/ongoing	<i>Programs/Local organizations</i>	<i>Growth and usage of inventory</i>	<i>Active Living Inclusion and Access</i>
	<i>Develop a sporting and recreation equipment loan process</i>	2022	<i>Programs/Local organizations</i>	<i>Development of policy</i>	<i>Active Living Inclusion and Access</i>
	<i>Implement a 'playbox' equipment program in Town Parks</i>	2019	<i>Programs/Parks</i>	<i>Implementation of the program</i>	<i>Active Living Supportive Environments</i>

STRATEGIC DIRECTION #3: STRENGTHEN COMMUNITY RECREATION PROGRAMMING (CONTINUED)

Objectives	Action Items	Timing	Partners	Metrics	Pathways Goal
Establish a 'leave no person behind' procedure for all recreation programs in Sackville	Accumulate existing policies and procedures from local sports and recreation organizations	2023	Programs Local Organizations	Collection of Policies	Active Living Inclusion and Access
	Review similar models from other Municipalities	2023	Programs	Completion of review	Inclusion and Access
Enhance regular physical activity programming opportunities for older adults	Identify gaps in physical activity programs for older adults throughout the town	2020	Programs The Drew Senior's College	Completion of review	Inclusion and Access
	Prioritize funding to fill identified gaps in programming	2020	Programs The Drew Mount Allison Senior's College	Complete budget structure	Inclusion and Access
	Continue to offer Aerobics and Aquacize programs	ongoing	Programs	Ongoing programming	Inclusion and Access
Enhance regular programming opportunities for individuals with mental and physical challenges	Identify gaps in recreational programs for individuals with mental and physical challenges	2020	Programs Daybreak The Drew Mount Allison	Completion of review	Inclusion and Access
	Develop and implement a strategy to fill the identified gaps	2020	Programs Daybreak The Drew Mount Allison	Complete strategy	Inclusion and Access

STRATEGIC DIRECTION #4: ACTIVE TRANSPORTATION

Objectives	Action Items	Timing	Partners	Metrics	Pathways Goal
Improve biking safety in Sackville	Review the Greening Sackville Plan (2005)	2021	Programs/Parks/ Tantramar Outdoor Club	Completion of report	Supportive Environments Connecting People to Nature
	Develop and implement an Active Transportation and Trails Plan for the Town	2023	Programs/Parks/ Tantramar Outdoor Club	Development Plan	Active Living Supportive Environments Connecting People to Nature
Maintain safe and accessible sidewalks in high traffic areas within the downtown core	Evaluate existing sidewalks and crosswalks for accessibility	2020	Public Works/ NB Association for Community Living	Evaluation report	Supportive Environments
	Monitor and evaluate crosswalk locations and effectiveness	ongoing	Public Works	Ongoing	Supportive Environments

STRATEGIC DIRECTION #5: HEALTHY EATING & PHYSICAL ACTIVITY

Objectives	Action Items	Timing	Partners	Metrics	Pathways Goal
Establish a healthy eating policy for all Town programs, events, meetings and facilities	Research other municipal healthy eating policies	2022	Healthy Eating and Physical Activity Coalition of NB Recreation NB	Completion of research report	Active Living Supportive Environments
	Make healthy food options available at the Civic Centre canteen	2024	Facilities	Establishing healthy options report	Active Living Supportive Environments
	Develop a policy to be presented to Council	2023	All departments	Council approval of policy	Active Living Supportive Environments

STRATEGIC DIRECTION #6: PARKS & TRAILS

Objectives	Action Items	Timing	Partners	Metrics	Pathways Goal
Improve trail and park connectivity in Sackville	Create development and improvements plans for each of the Town's 5 major parks (Waterfowl, Beech Hill, Lillas Fawcett, Bill Johnstone, Memorial Park)	2021	Town/Tantramar Outdoor Club/ Chignecto Naturalists/ Sackville Rotary/ SERSC Trail Coordinator	Final plan documents	Supportive Environments Connecting People to Nature
	Explore developing mountain bike trails near Beech Hill Park and Crooked Tree/Ogden Loop trail systems.	2023	Town/Tantramar Outdoor Club/ Velo NB	Final feasibility document	Supportive Environments Connecting People to Nature
	Develop design, construction, and maintenance plans for future park spaces to be linked by the Active Transportation Plan (Quarry Park, Exit 506, Off-Leash Dog Park)	2023	Town/Tantramar Outdoor Club/ Chignecto Naturalists/ Exit 506 Committee/SERSC Trail Coordinator	Final plan documents	Supportive Environments Connecting People to Nature
Explore the option of establishing Quarry Park	Acquire the land to develop the park	2019	Programs The Drew Senior's College	Land purchase	Supportive Environments Connecting People to Nature
	Design the park layout, features and maintenance plan	2020	Town/Tantramar Outdoor Club/ Chignecto Naturalists	Completion of plan	Supportive Environments Connecting People to Nature
	Explore funding opportunities for park development	ongoing	Programs/Corporate Projects	Minimum of 30% of funding from outside sources	Supportive Environments Connecting People to Nature
	Complete construction of the park	2024	Town/Tantramar Outdoor Club/ Chignecto Naturalists	Establishment of park	Building Capacity Supportive Environments Connecting People to Nature

STRATEGIC DIRECTION #6: PARKS & TRAILS (CONTINUED)

Objectives	Action Items	Timing	Partners	Metrics	Pathways Goal
Pursue the development of an Off-Leash Dog Park near downtown	<i>Circulate Off-Leash Dog Park Survey to citizens</i>	2019	Corporate Projects	Public response rate	Supportive Environments
	<i>Explore funding partnership possibilities</i>	2019	Corporate Projects	Identified partners	Supportive Environments
	<i>Develop a design, construction and maintenance plan for the park</i>	2019	Programs/Parks	Completion of plan	Supportive Environments
	<i>Construct the park</i>	2020	Parks/Public Works	Construction of park	Supportive Environments
Complete construction of Natural Playground at Lillas Fawcett Park	<i>Acquire funding to complete phase 2 of construction</i>	2020	Programs/Parks/ Public Works	Construction of phase 2	Supportive Environments

STRATEGIC DIRECTION #7: RECREATION INFRASTRUCTURE

Objectives	Action Items	Timing	Partners	Metrics	Pathways Goal
Evaluate the lifespan of existing recreational infrastructure	<i>Include recreation infrastructure in the Town's asset management plan (AMP)</i>	2019	Finance/Facilities	Completion the AMP	Supportive Environments
Monitor and evaluate the usage levels of existing Town recreation facilities	<i>Review booking times and procedures</i>	2020	Facilities	Completed report	Inclusion and Access
	<i>Develop annual tracking procedure for groups and individuals using Town facilities and parks</i>	2020	Facilities	Implementation of tracking procedure	Inclusion and Access
Enhance the relationship with Mount Allison recreational facilities	<i>Explore reciprocal agreements with Mount Allison University for community access to facilities</i>	2020	Programs/ Facilities	Establishment of an agreement	Supportive Environments
	<i>Become an active partner in Mount Allison's recreation infrastructure replacement projects</i>	ongoing	Programs/ Facilities/ MTA	Town participation in MTA projects	Building Capacity Supportive Environments

STRATEGIC DIRECTION #7: RECREATION INFRASTRUCTURE (CONTINUED)

Objectives	Action Items	Timing	Partners	Metrics	Pathways Goal
Become an engaged stakeholder/supporter in the construction of a new school to meet community infrastructure needs (indoor walking track, gymnasium, community space)	<i>Establish Town representation on the Sackville Schools 2020 committee</i>	2019	<i>Town/Sackville Schools 2020</i>	<i>Town representative assigned to committee</i>	<i>Building Capacity Inclusion and Access Supportive Environments</i>
	<i>Take part in preliminary discussions with the school district</i>	2019	<i>Town/Sackville Schools 2020</i>	<i>Contact with the district</i>	<i>Building Capacity Inclusion and Access Supportive Environments</i>
Continue to use public spaces as event and programming spaces	<i>Establish inventory of permanent locations for various Town operated programs and events</i>	2019	<i>Programs Parks</i>	<i>Completion of inventory</i>	<i>Inclusion and Access Supportive Environments</i>
	<i>Develop the public parking area at 92 Main Street as an event space</i>	2022	<i>Programs Corporate Affairs Public Works</i>	<i>Implementation of tracking procedure</i>	<i>Inclusion and Access Supportive Environments</i>
Support privately owned and operated recreation-based infrastructure in Sackville	<i>Work with local arts and cultural organizations to establish a performance space in Sackville</i>	2024	<i>Programs Tourism Live Bait Theatre Performer's Company</i>	<i>Establishment of performance space</i>	<i>Building Capacity Supportive Environments</i>
	<i>Establish regular meetings with the Sackville Curling Club</i>	2019	<i>Programs</i>	<i>Establishment of annual meeting</i>	<i>Active Living Building Capacity Supportive Environments</i>
	<i>Establish regular meetings with the Middle Sackville Baptist Church</i>	2019	<i>Programs</i>	<i>Establishment of annual meeting</i>	<i>Active Living Building Capacity Supportive Environments</i>

STRATEGIC DIRECTION #8: FESTIVALS & EVENTS

Objectives	Action Items	Timing	Partners	Metrics	Pathways Goal
Establish the Sackville Street Chalk Festival as an annual event	<i>Seek additional operational funding to support the festival</i>	2019	Town Council	Council budget approval	Supportive Environments
	<i>Partner with a local organization to acquire grant funding to support the festival</i>	2019	Event/ Sackville Commons/ Mount Allison	Grant acquisition	Supportive Environments
Improve the level of public engagement in current Town operated events	<i>Review marketing and promotional procedures</i>	2019	Programs/Sackville Commons/Mount Allison	Completion of review	Inclusion and Access
	<i>Engage community organizations in the planning and implementation of events</i>	2019	Programs and Events	Completion of report	Building Capacity
	<i>Continue to research new ideas and programs</i>	ongoing	Programs/Mount Allison Student Union/ Renaissance Sackville	ongoing	All Five Goals
Support existing and new volunteer operated festivals in Sackville	<i>Facilitate the Community Development Grant Program</i>	ongoing	Programs and Events	ongoing	Building Capacity Inclusion and Access
	<i>Offer in-kind services when applicable</i>	ongoing	Programs and Events	ongoing	Building Capacity Supportive Environments
	<i>Support marketing efforts by local event organizers</i>	ongoing	Programs and Events	ongoing	Building Capacity

STRATEGIC DIRECTION #9: PARTNERSHIP DEVELOPMENT

Objectives	Action Items	Timing	Partners	Metrics	Pathways Goal
All future Town development decisions will include a recreation lens	<i>Annual staff progress reports of the Recreation Master Plan action items to Council</i>	<i>ongoing</i>	<i>All departments</i>	<i>December reports to Council</i>	<i>All Five Goals</i>
	<i>Multi-departmental engagement in implementing Recreation Master Plan</i>	<i>ongoing</i>	<i>All departments</i>	<i>Completion of action items</i>	<i>All Five Goals</i>
Continue to facilitate and monitor the Community Development Grant Program	<i>Annual Fall call for submissions and process, and recommendations to council</i>	<i>ongoing</i>	<i>Programs</i>	<i>Recommendation to Council</i>	<i>Building Capacity Inclusion and Access</i>
	<i>Annual review of reports from recipients</i>	<i>ongoing</i>	<i>Programs</i>	<i>Completion of review</i>	<i>Building Capacity</i>
	<i>Distribute funding to approved applicants</i>	<i>ongoing</i>	<i>Programs/Finance</i>	<i>Funding distribution</i>	<i>Active Living Building Capacity</i>
Continue to establish and maintain strong partnerships with various organizations within the Town, Region (Southeast and Tantramar) and province	<i>Establish quarterly meetings between Town staff and the Southeast Regional Service Commission Trails Coordinator</i>	<i>2019</i>	<i>Programs/Parks/ Southeast Regional Service Commission</i>	<i>Establishment of regular meetings</i>	<i>Building Capacity Connecting People to Nature</i>
	<i>Maintain reciprocal agreement with Anglophone East School District for use of school facilities</i>	<i>ongoing</i>	<i>Programs/Parks/ School District</i>	<i>Signed agreement</i>	<i>Building Capacity Inclusion and Access</i>
	<i>Meet annually with new Mount Allison Student Union representatives to co-host various events and initiatives (Town vs Gown Charity Hockey Game, Fall Fair and the Pride Parade)</i>	<i>ongoing</i>	<i>Programs/MASU</i>	<i>Establishment of regular meetings</i>	<i>Building Capacity Inclusion and Access Supportive Environments</i>
	<i>Participate in Regional Recreation meetings, collaboration and cross-promotional opportunities</i>	<i>ongoing</i>	<i>SERSC Amherst Dorchester Memramcook Riverview etc</i>	<i>Participation in regular meetings</i>	<i>Building Capacity Inclusion and Access Supportive Environments</i>
	<i>Maintain involvement and membership with Recreation New Brunswick</i>	<i>ongoing</i>	<i>Recreation NB</i>	<i>Ongoing membership</i>	<i>Building Capacity Inclusion and Access Supportive Environments</i>

STRATEGIC DIRECTION #10: REVENUE GENERATION

Objectives	Action Items	Timing	Partners	Metrics	Pathways Goal
Explore a kayak and canoe rental operation at Lillas Fawcett Park	Research various models to establish the operation	2019	Similar companies Sackville Commons	Completion of research report	Supportive Environments
	Establish a pilot project with a small number of rentals available	2020	Open Sky Co-operative Mount Allison	Establishment and evaluation of pilot	Connecting People to Nature Building Capacity
Pursue external grants and other sources of funding on all recreation capital projects	Establish a list of available funding opportunities, both public and private options	2019	Province of NB Federal Government Mount Allison	Development of the list	Active Living Inclusion and Accessibility
	Annually maintain the list of opportunities	ongoing	Mount Allison	Annual review of the list	Active Living Inclusion and Accessibility
	Establish a relationship with an outside organization(s) to support funding applications	2020	Sackville Commons Renaissance Sackville Mount Allison Rotary Club	Contracting of outside organization to explore and apply for funding opportunities	Active Living Inclusion and Accessibility
Actively pursue new user groups and events for the Tantramar Veteran's Memorial Civic Centre	Actively pursue entertainment and facility usage options during the 'off-season' (April – September)	Ongoing	SappyFest Mount Allison Sports Leagues/Teams	Establishment of performance space	Building Capacity Supportive Environments
	Establish a regularly scheduled ice time for adult female hockey players	2020	Mount Allison SMHL Sackville Minor Hockey	Establishment of annual meeting	Active Living Building Capacity Supportive Environments
	Offer more town programs and events operated out of the Civic Centre year-round.	2023	Programs and Events Facilities	A measured increase in town operated programs and events at the Civic Centre	Active Living Building Capacity Supportive Environments
	Work with SERSC's Regional Recreation Advisory Committee on evaluating cost-share opportunities for the facility	2021	Programs and Events Facilities SERSC	Report on regional/LSD cost-share opportunities	Active Living Inclusion and Accessibility

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