



Recreation Master Plan



Kent Regional
Service Commission

January 2017

This Recreation Master Plan was prepared by the Association francophone des municipalités du Nouveau-Brunswick (AFMNB) and the Institut de leadership de l'Université de Moncton (ILUM).



TABLE OF CONTENTS

ACKNOWLEDGMENTS	4
SUMMARY OF RECOMMENDATIONS (EXECUTIVE SUMMARY)	5
I. INTRODUCTION	7
II. SOCIO-ECONOMIC PROFILE OF THE REGION	8
III. TRENDS IN RECREATION, SPORTS AND CULTURE.....	11
IV. RECREATION SUPPLY.....	13
V. CONSULTATIONS.....	15
VI. NEEDS.....	16
VII. RECOMMENDATIONS.....	18
VIII. CONCLUSION.....	25
APPENDICES	26
A. PUBLIC MEETING PARTICIPATION CHART	27
B. COST SHARING FORMULAS (CAPITAL AND OPERATING).....	28
C. WISH LISTS OF COMMUNITIES LOCATED IN EACH OF THE KENT SUB-REGIONS	31
D. CONTEXTUAL DESCRIPTION OF THE VISION	37
E. IMPLEMENTATION OF THE PLAN	38
F. COMMUNICATION PLAN	46
G. PHASES OF A FEASIBILITY STUDY FOR A RECREATION FACILITY PROJECT	55
H. RECREATION FACILITY PLANNING PROCESS	57
I. RECREATION PROGRAM DEVELOPMENT PROCESS.....	59

Acknowledgments

We would like to thank the Kent Regional Service Commission's (Kent RSC) Board of Directors for entrusting us with this important mandate. In addition to placing their trust in us, its staff and steering committee contributed a great deal to the project's success through their timely actions and sound feedback.

We would be remiss in not acknowledging those who accepted our invitation to take part in the regional consultation sessions held in June and September 2016, as well as the public meeting held on October 29, 2016. Their feedback has been critical to the development of the Kent Recreation Master Plan. Without their commitment and input, we would not have been able to fulfill our mandate. THANK YOU!

Summary of Recommendations (Executive Summary)

The Recreation Master Plan contains 20 recommendations presented throughout this report. Each is followed by a circumstantial explanation to help the reader better understand the authors' reasons for making the recommendation. The recommendations are as follows:

Recommendation 1 (page 18): *The Recreation Master Plan vision: The public improves its wellness by having access to quality recreation, leisure and cultural activities and infrastructures in an attractive environment based mainly on the region's human and natural components.*

Implementing the vision requires a firm commitment to:

- ▶ *Regional and local cooperation;*
- ▶ *Regional and local public consultation;*
- ▶ *Sustainable development and operation of recreation facilities;*
- ▶ *Revitalized volunteerism;*
- ▶ *Attracting a younger population;*
- ▶ *Serving all socio-economic and socio-demographic subgroups.*

Recommendation 2 (page 19): *That the Kent RSC hire a person responsible for implementing the Master Plan and the action plan. To implement the plan, the employee will, among other things:*

- ▶ *Develop specific action plans for each of the recommendations.*
- ▶ *Help groups and organizations carry out local projects.*
- ▶ *Identify required partners and consult them as needed for each of the recommendations.*
- ▶ *Facilitate communication between recreation leaders in Kent County.*
- ▶ *Identify the best means for promoting recreation activities in Kent County.*

Recommendation 3 (page 19): *In addition to implementing the Master Plan, that the lead person hired by Kent RSC work with the sub-regions to assess the feasibility of collaboration in hiring a recreation director by a municipality or group of communities.*

Recommendation 4 (page 19): *That the Kent RSC seriously consider, in consultation with representatives of its different communities, the possibility of establishing a financial assistance program for recreation development on its territory.*

Recommendation 5 (page 20): *That the Kent RSC identify one or more partners to coordinate regular promotion of recreation activities for each sub-region through the use of appropriate tools and mechanisms, both traditional and new (i.e., community newsletters, e-briefs, Web pages, social media, billboards, newspaper, radio, etc.).*

Recommendation 6 (page 20): *That the Kent RSC offer training sessions to volunteers in charge of promoting their organization's activities in order to improve their communication knowledge and skills, both electronic (e.g. social media) and traditional.*

Recommendation 7 (page 21): *That the Kent RSC undertake feasibility studies to identify activity demand and the need for a facility to meet this demand before proceeding with the construction of major facilities (regional or sub-regional).*

Recommendation 8 (page 21): *That the Kent RSC establish a support mechanism for community groups wishing to develop local recreation facility projects.*

Recommendation 9 (page 21): *That the Kent RSC carry out a detailed facility review in order to develop a regional community asset map. This map will include community centers, senior citizen centers, playgrounds, sports fields, etc.*

Recommendation 10 (page 22): *That the Kent RSC increase the Government of New Brunswick's awareness of the importance of financially supporting organizations to enhance or replace recreational facilities in New Brunswick.*

Recommendation 11 (page 22): *That the Kent RSC support the steering committee in its efforts to build a multifunctional center for the sub-regions of Kent-Centre and Saint-Louis.*

Recommendation 12 (page 22): *That the Kent RSC ensure a feasibility study be undertaken for a multifunctional center with a pool and other recreation amenities (excluding an ice surface) in the sub-regions of Bouctouche and Kent-South.*

Recommendation 13 (page 22): *That the Kent RSC support the Saint-Louis-de-Kent pool renovation project while considering the possibility of extending its funding to the Saint-Louis-de-Kent and Kent-Centre sub-regions as a whole in order to increase services.*

Recommendation 14 (page 23): *That the Kent RSC consult the ATV and snowmobile clubs from the sub-regions to determine their interest in connecting trails within each sub-region.*

Recommendation 15 (page 23): *That the Kent RSC work with interested communities to make walking and cycling safer and more accessible on existing trails and to identify appropriate locations (trails, roadsides, etc.) for this type of activity.*

Recommendation 16 (page 24): *That the Kent RSC consider negotiating a regional agreement with the Francophone and Anglophone School Districts for increasing community use and reducing user fees in its various schools, taking into consideration both community needs and facility characteristics.*

Recommendation 17 (page 24): *That the Kent RSC cooperate with the school districts to implement a school facility availability and reservation system (including schools and sports fields) for use by recreation organizations.*

Recommendation 18 (page 24): *That the Kent RSC work together with tourism industry partners to further develop the recreation potential.*

Recommendation 19 (page 24): *That the Kent RSC work closely with cultural groups to develop closer ties with arts and culture networks.*

Editor's Note: The 20th recommendation below was added at the request of the Kent RSC after the Recreation Master Plan has been filed by the consultant.

Recommendation 20 (page 24): *That the Kent CSR conduct a rigorous review of existing resources (human, material, etc.) in the cultural sector and identify pathways for cultural development in all communities.*

I. Introduction

The recent creation of Regional Service Commissions in New Brunswick has made it necessary to plan recreation, sports and culture at a regional level. As a result, the Department of Tourism, Heritage, and Culture developed a program to meet this need, and the Kent Regional Service Commission (Kent RSC) then took the initiative to participate in this program. Following the Kent RSC's request for proposals for regional planning of recreational and cultural infrastructures and programs, the Association francophone des municipalités du Nouveau-Brunswick (AFMNB), in partnership with the Institut de leadership de l'Université de Moncton (ILUM), hereafter called the "Consultant", was awarded the contract for this study in early May 2015.

A final report of the study was submitted to the Kent RSC on January 21, 2016. A total of 15 recommendations were issued in this final report (phase I). The Kent RSC wanted these recommendations and others to be included in a comprehensive plan based on the overall recreation delivery system in the Kent region, plan that will be called the "Recreation Master Plan" (RMP). The Kent RSC developed terms of reference which were published on March 17, 2016 to provide guidelines for the RMP, and the contract for this second study was awarded on May 5 (Phase II).

The Kent RSC Recreation Master Plan should serve to guide the enhancement and development of activities and facilities in the areas of sports, community living, culture, arts and tourism.

Regional recreation planning involves the cooperation of communities within a territory in the delivery of services, whether they are facility or recreational program related services. This cooperation is almost essential to maintaining existing assets or developing new initiatives. The current situation, in rural areas, is characterized by aging facilities, limited financial resources and an increasing demand for activities.

It is important to note that since the Phase II public consultation sessions were held in all regions of the Kent RSC territory, the planning exercise resulted in ideas that are primarily local in nature. Indeed, our analysis was based on the Kent RSC's six "sub-regions", namely the:

- ▶ Sub-region of Bouctouche;
- ▶ Sub-region of Kent-Centre;
- ▶ Sub-region of Kent-South;
- ▶ Sub-region of Rogersville;
- ▶ Sub-region of Saint-Louis-de-Kent;
- ▶ First Nations.

The Master Plan begins by addressing the Kent region's sociodemographic situation. Next, the latest trends in the areas of recreation, sports and culture are presented based on the general principles of the Canadian Parks and Recreation Association National Framework and trends identified in Phase I of the study. The recreation supply in the Kent region is then discussed, along with the public consultation sessions held throughout the study. The purpose of these consultations was first to validate the results of Phase I and then to identify the public's priorities and needs in terms of recreation for the next ten years (2016-2026). The next section of the plan summarizes the needs identified during Phase I according to operational structures, facilities, and programs and services. The recommendations resulting from the Phase II consultations and Phase I feedback are then presented. Before concluding the report, a 10-year implementation plan is proposed for the Recreation Master Plan. Finally, the appendices include a list of documents which will serve as tools and resources for the RMP's implementation.

Wishing you a good read!

II. Socio-Economic Profile of the Region

The territory served by the Kent RSC is made up of the following communities:

Municipality and Rural Community	Local Services District (LSD)	Taxation Authority
Sub-region of Rogersville:		
Village of Rogersville	LSD of Collette	
	LSD of Rogersville	
	LSD of Acadieville	Acadie Siding Taxation Authority
Sub-region of Saint-Louis:		
Village of Saint-Louis-de-Kent	LSD of Saint-Louis	Saint-Louis Canisto Taxation Authority
	LSD of Saint-Ignace	
	LSD of Carleton	
	LSD of Pointe-Sapin	
Sub-region of Kent-Centre:		
Town of Richibucto	LSD of Saint-Charles	
Village of Rexton	LSD of Aldouane	
	LSD of Cap-de-Richibucto	
	LSD of Richibucto	
	LSD of Weldford	
	LSD of Harcourt	
Sub-region of Bouctouche:		
Town of Bouctouche	LSD of Saint-Paul	
	LSD of Sainte-Marie	
	LSD of Sainte-Anne-de-Kent	
	LSD of Wellington	Desroches Taxation Authority Dixon Point Taxation Authority Saint-Grégoire Taxation Authority Bouctouche Cove Taxation Authority
Sub-region of Kent-South:		
Village of Saint-Antoine	LSD of Dundas	
Rural Community of Cocagne	LSD of Grand-Saint-Antoine	
	LSD of Grande-Digue	
First Nations:		
Elsipogtog		
Indian Island		
Bouctouche		

According to the data presented in Figure 1, the total population of the Kent RSC territory decreased by approximately 1.9% from 2006 to 2011. Note that the creation of the Cocagne Rural Community (2,545 inhabitants) resulted in one incorporated territory (i.e. a municipality) seeing its population increase to 10,942 in 2011. The proportion of “municipalized” population was 24.3% in 2006 and 32.9% in 2011.

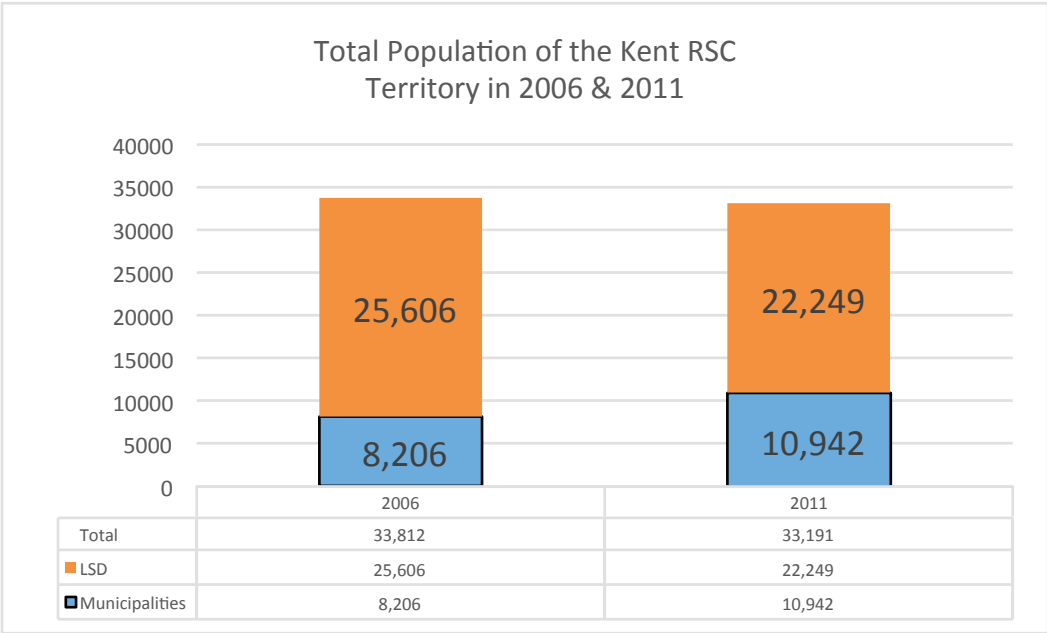


Figure 1

Figure 2 shows total population by sub-region (SR) in 2006 and 2011. The sub-region of Bouctouche is the most populated with 8,346 residents in 2011, which nonetheless represents a loss of 141 people since 2006. Note that only the sub-region of Kent-South and the First Nations experienced a population increase between 2006 and 2011.

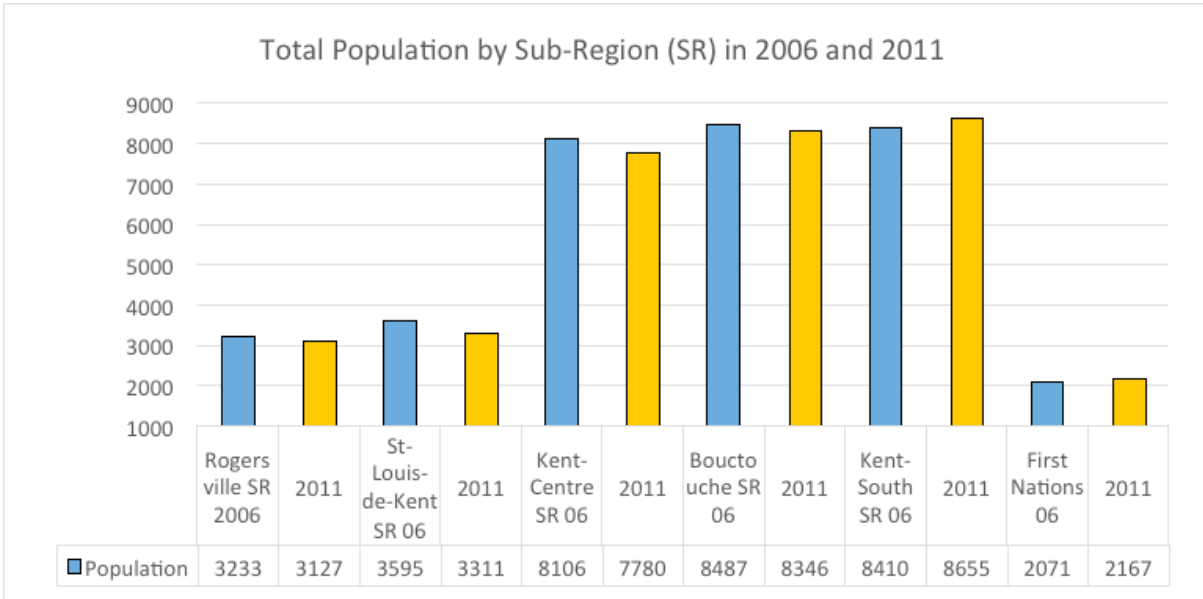


Figure 2

Following are some important facts which help to better understand the region's demographic situation:

- ▶ The percentage of less than 15 year-olds decreased in all SRs (14.6% in 2006 and 13.2% in 2011).
- ▶ The median age for the Kent RSC as a whole was 48.1 years.
- ▶ Throughout the territory, there are approximately three Francophones for every Anglophone.
- ▶ In the case of the highest level of education by GA, approximately one in two people do not have a diploma and one out of five have some high school education.
- ▶ Total average income for the Kent region as a whole was \$29,352 in 2011¹.

¹NB: For more details on socio-demographic data, see (2016) *Final Report: Regional Recreation Planning Study for the Kent RSC - Recreational and Cultural Planning - Infrastructure and Programs*. Available from the Kent RSC at:

<http://www.krsc.ca/wp-content/uploads/2013/08/Rapport-final-CSR-de-Kent-21-janvier-2016-FR.pdf>

III. Trends in Recreation, Sports and Culture

A number of broad social, demographic, economic, political and technological trends have a definite impact on recreation participation and on the public and private supply of recreation services. These trends or changes were highlighted in A Framework for Recreation in Canada 2015. The following table lists the main trends and their accompanying impacts.

Trends	Impacts
Aging population	- Inadequate facilities and programs in terms of accessibilit
Diversified population	- Must consider the needs of all groups
Urbanization	- Decreased access to nature - Increased exposure to stress
Increase in sedentary behaviour	- Health problems - Implementation of time guidelines for physical activity
Economic inequities	- Decreased participation opportunities for certain groups
New and emerging technologies	- Tools for promoting recreation activities - Need to maintain access to technologies - Increase in sedentary and solitary pursuits
Threats to the natural environment	- Pressure on recreation spaces and places - The role of environmental stewardship is increasingly important to the recreation field.
Infrastructure deficit	- Lack of facilities to meet recreational needs - Poor maintenance of existing facilities

Table 1: General Trends

Other trends specifically related to recreation participation are being felt and are impacting recreation decisions. They involve popular leisure activities, the leisure experience itself and types of facilities.

Trends	Impacts
Popular activities	- Decrease in sports participation - Increase in cultural activities - Participation in unstructured recreation activities - Rapid expansion of outdoor pursuits and physical activities
The leisure experience	- An exciting personal moment - A stimulating environment
Multifunctional green smoke-free facilities	- Easily adapted to changing needs - Facilities and management practices that facilitate energy conservation

Table 2 : Recreation-Related Trends

The Canadian Parks and Recreation Association has just completed a detailed exercise aimed at identifying Canada's recreation development priorities. The resulting document contains a number of development pathways for parks and recreation programs. Without listing all of the report's recommendations, we do wish to present its priorities and suggested actions². In our minds, they represent important criteria to be considered when offering recreation programs and facilities on the Kent RSC territory.

- ▶ Foster active, healthy living through physical recreation
- ▶ Renforcer l'intégration et l'accessibilité au loisir pour les populations confrontées à des obstacles les empêchant de participer aux activités.
- ▶ Help people connect to nature through recreation
- ▶ Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.
- ▶ Ensure the continued growth and sustainability of the recreation field.

²Canadian Parks and Recreation Association (2015). *Pathways to Wellbeing – A National Framework for Recreation in Canada* (page 17)

IV. Recreation Supply

Phase I carried out in the fall of 2015 allowed us to better define the recreation supply in the Kent RSC territory³. The following pages describe this supply in terms of operational structure, programs and services, and facilities.

a. Operational Structure

Where human resources are concerned, three municipalities offer the services of a full-time employee in the field of recreation. In Bouctouche, there is a recreation director who also manages other programs; in Saint-Louis-de-Kent, an employee manages the pool facility; and in Saint-Antoine, there is a community development officer.

Approximately 75 non-profit organizations offer recreation activities or programs in the Kent region. As with many activities and events, these organizations are mostly run by volunteers. The involvement of community members in the Kent region is strong and facilitates the recreation supply.

As for financial resources, approximately 3 million dollars are invested yearly in recreation by the region's incorporated communities and LSDs. The operating budgets of the organizations involved in recreation would be added to that. By extrapolating data collected through a survey of a number of those organizations (n=13), we estimate their yearly investment in recreation to be close to 2.5 million dollars.

b. Programs and Services

Phase I to this Master Plan has resulted in the identification of more than 173 programs that have been recorded in the Kent region. These programs were distributed as follows among the Greater Areas of:

- ▶ Sub-region of Bouctouche 50
- ▶ Sub-region of Kent-Centre 42
- ▶ Sub-region of Kent-South..... 41
- ▶ Sub-region of Saint-Louis-de-Kent..... 17
- ▶ Sub-region of Rogersville 15
- ▶ First Nations.....8

As for the communities with the greatest program supply, Bouctouche (26), Saint-Antoine (16), Richibucto (14), Saint-Louis-de-Kent (12) and Cocagne (12) top the list.

The categories with the most activities are sports (108) and community events (58). The “physical activity and playground” programs and the “cultural and arts” programs follow suite with respectively 40 and 20 activities. Men and women have almost equal opportunities, whereas adults and seniors have access to more opportunities than children and teens.

³Idem : <http://www.krsc.ca/wp-content/uploads/2013/08/Rapport-final-CSR-de-Kent-21-janvier-2016-FR.pdf>

In short, the variety of programs and services offered on the Kent RSC territory serves all population groups. Only the cultural and artistic sectors seem to be less present in the region.

c. Facilities

The Kent RSC has several types of facilities:

- ▶ 43 indoor community spaces
- ▶ 34 outdoor sports fields
- ▶ 15 indoor sport courts
- ▶ 11 green spaces
- ▶ 9 recreational tourism facilities
- ▶ 5 arenas
- ▶ 3 play spaces

In addition to the basic infrastructures, all of these facilities contain 103 community service amenities, 83 sports amenities, 34 recreation amenities and 18 cultural amenities⁴.

Several large tourist attractions are also found on the Kent territory, as well as many schools which together represent a great asset for the delivery of recreation programs and activities.

The summary assessment of the facilities carried out in Phase I presents a picture of a good but aging asset with some accessibility problems for people with reduced mobility.

⁴The definitions and details are found in Phase I, at: <http://www.krsc.ca/wp-content/uploads/2013/08/Rapport-final-CSR-de-Kent-21-janvier-2016-FR.pdf>

V. Consultations

The development of the Master Plan is based in large part on the input collected during the public consultation meetings held in each community and one regional meeting. A number of other meetings and discussions also allowed us to collect important information.

Every person residing on the Kent RSC territory received an invitation in the mail specifying the locations, dates and language of the public meetings and indicating whether or not simultaneous translation would be offered.

a. June and September Consultation Sessions

In order to validate the results of Phase 1 and determine the public's priorities and needs in terms of regional recreation planning, several consultation meetings were held in each of the communities located in the Kent RSC's sub-regions.

Before starting this series of consultations, we met with the LSD's served by the Kent RSC on June 1, 2016, at the Aldouane Community Center. The purpose of this meeting was to encourage them to participate in the June and September public consultation sessions. A total of 371 people took part in the 26 consultation sessions held in June and September, which gives an average of 14 people per session (see participation chart in Appendix A). We were able to organize a consultation session with only one of the First Nation communities located on the Kent RSC territory, the Bouctouche First Nation.

b. October Regional Consultation Meeting

Following the 26 public consultation sessions held in June and September, a working document was developed with proposed recommendations and was presented at a half-day regional consultation meeting held in Richibucto on October 29. The individuals who were present at the 26 public consultation meetings were invited to express their interest in taking part in the regional meeting by providing their contact information. Those who had done so received a direct invitation. A general invitation was also sent to the population at large. A total of 48 people attended the meeting.

c. Various Meetings with Specific Groups

Three meetings held with the Kent RSC's master plan steering committee (May, July and October) allowed us to discuss and clarify a number of methodological elements (planning and execution of meetings, content of the plan, etc.) as well as content (in order to ensure that the mandate was properly carried out).

It should be mentioned that a multifunctional centre is currently being developed in the Kent North region. To ensure the completeness of the consultation process, the consultant felt that it was important to meet with members of the lead committee for this project. The purpose of this meeting, which was held in Richibucto on June 29, 2016, was to gather as much information as possible about the project and clarify the roles and expectations of both parties.

VI. Needs

The needs were identified during previous steps (Phase I) and are summarized according to operational structure, facilities, and programs and services.

a. Operational Structure

As mentioned in the recreation supply section, there are few paid employees in the field of recreation in the Kent region. The recreation supply is essentially provided by volunteers.

Although the public consultations revealed that the population wants those volunteers to be supported, participants feared that a costly centralized structure would encroach upon the work carried out by the volunteers, thus resulting in a decrease in volunteer numbers.

In addition to the current three-million-dollar recreation investment by municipalities and LSDs, the idea of the Kent RSC investing in facility improvement projects and recreation program management was quite well received during the consultation sessions.

Financing for these investments would essentially come from property taxes, and the consultations indicate that regardless of the adopted cost-sharing formula, the notion of equity must be central to the approach. It is also important that this collaborative effort be made only after a common vision for the recreation supply has been adopted. Appendix B illustrates a cost-sharing formula (capital and operations) with several interchangeable variables.

In order to better coordinate the regional recreation planning efforts and support the work of volunteers, human and financial resources are required.

b. Programs and Services

During the first phase of the study, we noted that a multitude of programs and services are offered to all groups throughout the Kent region. The only sectors that seemed underrepresented were the cultural and artistic ones. The public consultation exercise gave many communities the opportunity to voice their wishes with regards to recreation activities and this wish list will serve to fill certain gaps in this area.

The Phase I and Phase II consultations brought to light certain challenges with regards to promoting the recreation supply, which result in duplications and scheduling conflicts. This situation can lead to low participation rates and discourage the organizers of such activities and events. Considering the large number of organizations within the region, coordination promotions is definitely a challenge.

The idea of a centralized reservation system for school facilities was well received during the consultation sessions, but raised some concerns with regards to cost and efficiency. Participants did however suggest that this system should include all types of facilities, and not only schools.

Communication tools and methods abound, but it is vital that communication efforts be coordinated and that the people who develop the tools and methods are well trained.

c. Facilities

As mentioned in the recreation supply section, the first phase included a brief assessment of several facilities located on the Kent RSC territory.

Surveys conducted among Kent residents and organizations highlighted participation patterns, levels of participation and barriers to participation, as well as desired activities and facilities. Results indicate that the public wants an arena, trails and a swimming pool, and the public consultations validated these preferences. Such facilities are often a source of pride and identity.

The consultations also showed that maintaining and renovating existing facilities are a priority, as long as further analysis does not confirm the need for new facilities. This analysis, which would take the form of feasibility studies, must prove that there is a demand for activities and that this demand requires the development of new facilities. Some concerns were raised with regards to trail maintenance.

The development of new regional facilities will obviously require the cooperation of several communities, and the idea of cost-sharing is central to discussions revolving around this issue. Regardless of the formula selected, it will have to be done so through a consensus and take into account the concept of fairness. Note that communities would also like logistical and financial support for the development of local facility projects.

Before undertaking any feasibility study for the development of new facilities, it will be critical to clearly define the big picture with regards to the condition of existing facilities. The important thing to consider with facilities and any type of project is to ensure that financial resources are available and that the funds are fairly distributed among local and regional projects that are sustainable.

VII. Recommendations

Each of the 20 recommendations covers the Kent RSC territory as a whole or at least two sub-regions. They can be implemented by the Kent RSC in cooperation with various government and community stakeholders with a recreation mandate.

In addition to these recommendations, Appendix C includes a list of desired projects, local (a municipality or a LSD) or regional (a sub-region) in nature, for each of the communities. These projects were mentioned during the public consultation sessions.

a. Regional Vision and Goals

The regional vision for recreation is as follows:

Recommendation 1:

The public improves its wellness by having access to quality recreation, leisure and cultural activities and infrastructures in an attractive environment based mainly on the region's human and natural components.

Implementing the vision requires a firm commitment to:

- ▶ Regional and local cooperation;
- ▶ Regional and local public consultation;
- ▶ Sustainable development and operation of recreation facilities;
- ▶ Revitalized volunteerism;
- ▶ Attracting a younger population;
- ▶ Serving all socio-economic and socio-demographic subgroups.

A description of the contextualization of the vision is presented in Appendix D.

b. Governance

Governance affects organizational structure, financial resources and communication.

Organizational structure

The organization of recreation in the Kent region depends on volunteers, and the need to support these volunteers was expressed countless times throughout the Master Plan development process. For the time being though, it is not necessary to implement a new regional structure dealing exclusively with recreation. This will have to be done gradually and efficiently. The first step is to implement the Master Plan.

Recommendation 2:

That the Kent RSC hire a person responsible for implementing the Master Plan and the action plan. To implement the plan, the employee will, among other things:

- ▶ Develop specific action plans for each of the recommendations.
- ▶ Help groups and organizations carry out local projects.
- ▶ Identify required partners and consult them as needed for each of the recommendations.
- ▶ Facilitate communication between recreation leaders in Kent County.
- ▶ Identify the best means for promoting recreation activities in Kent County.

For the first year, this person will be under the direct supervision of the Kent RSC. The Recreation Master Plan's implementation in the form of an action plan is presented in Appendix E. As mentioned, several ideas for local projects were identified during the public consultation sessions in each of the Kent RSC's communities. It will therefore be important that the employee support these communities as they analyze, determine the feasibility and carry out these local projects. Elsewhere, note that the communication plan for the Kent RSC Recreation Master Plan is presented in Appendix F.

In the past few years, some communities within the sub-regions have explored the possibility of cooperating more in the area of recreation. However, in the absence of adequate human and financial resources, these discussions did not succeed. There needs to be a mechanism for reinitiating, organizing and encouraging this cooperation within a sub-region or between two sub-regions.

Recommendation 3:

In addition to implementing the Master Plan, that the lead person hired by Kent RSC work with the sub-regions to assess the feasibility of collaboration in hiring a recreation director by a municipality or group of communities.

Financial Resources

Feedback provided throughout the Master Plan development process indicates that a financial contribution from the Kent RSC would provide invaluable support for recreation facility improvement projects and program management.

According to the Kent RSC's assessments, each new property tax penny (1¢) throughout the territory of the Kent RSC generates a total revenue of approximately \$200,000 per year for the territory as a whole.

Recommendation 4:

That the Kent RSC seriously consider, in consultation with representatives of its different communities, establishing a financial assistance program for recreation development on its territory.

This program would include two components:

Facility Component

The purpose would be to offer financial assistance for minor renovation/improvement projects or recreation facility construction projects to a maximum of \$50,000, representing a maximum of 90% of project costs.

Management Component

The purpose would be to contribute a maximum of \$40,000 annually, for a maximum of three years, to the hiring of a person responsible for recreation in a sub-region. Afterwards, the communities within the sub-region would be required to fund this position in its entirety.

The fund established for the financial assistance program could also set aside a percentage for larger territory-wide projects or initiatives involving the cooperation of at least two sub-regions.

Communication

Despite the varied and numerous communication tools and mechanisms, a number of people say that they are poorly informed of the recreation activities in their area. This phenomenon is widespread in part due to everyone having their own special interests.

Nonetheless, we must continue to identify ways to improve communication and thus allow more people to participate in recreation activities in the Kent region. During the consultations, a number of individuals suggested focussing on local information and encouraging organizers to be in closer contact with one another in order to prevent duplication and scheduling conflicts.

Due to the large number of organizations and activities on the Kent RSC territory, information and communication are quite challenging.

Constant vigilance and coordination, as well as basic training, are therefore very important

Recommendation 5:

That the Kent RSC identify one or more partners to coordinate regular promotion of recreation activities for each sub-region through the use of appropriate tools and mechanisms, both traditional and new (i.e., community newsletters, e-briefs, Web pages, social media, billboards, newspaper, radio, etc.).

This would be a user-fee service, provided at a reasonable cost to organizations, as it is a regular service offered by promotion and communication professionals.

The next recommendation can be a spinoff of the previous one or could be a separate initiative aimed at providing volunteers with new or increased communication knowledge or skills.

Recommendation 6:

That the Kent RSC offer training sessions to volunteers in charge of promoting their organization's activities in order to improve their communication knowledge and skills, both electronic (e.g. social media) and traditional.

c. Facilities

The facility-related recommendations deal with issues of sustainability, support and renovation. They also list the public's desired venues, including multifunctional centers, a swimming pool and trails.

Facility Validation Criteria

The decision to maintain existing facilities or build new ones is guided by certain criteria. Although there are no standards per se dictating the number of facilities required in a geographical area, certain principles may help guide these decisions.

Usage and attendance rates as well as trends are often taken into consideration when managing recreation facilities.

Recommendation 7:

That the Kent RSC undertake feasibility studies to identify activity demand and the need for a facility to meet this demand before proceeding with the construction of major facilities (regional or sub-regional).

Appendix G describes the approach to follow when carrying out a feasibility study.

For local projects, such as the development or enhancement of parks or community gardens, a community development approach is recommended (see Appendix H). This approach is based on supporting community groups who wish to develop this type of project. The support could take the form of identifying funding sources, selecting equipment, etc.

Recommendation 8:

That the Kent RSC establish a support mechanism for community groups wishing to develop local recreation facility projects.

Facility Renovation

According to participants in the consultation sessions, recreation and community facilities are a source of community pride and identity. It was clearly stated that meeting and gathering places which are important to the community "must be safeguarded".

A first evaluation of the physical condition of recreational facilities carried out in Phase I (summer 2015) indicates that facilities are generally in good condition, although several are somewhat aging (dating from the 70s or 80s). In addition to the initial identification and assessment exercise carried out in summer 2015, there remains work to be done to better determine the condition and use of these facilities.

People are very attached to their facilities (especially community centers) and we have particularly seen a desire to ensure that they are preserved through renovation, rather than replaced.

Recommendation 9:

That the Kent RSC carry out a detailed facility review in order to develop a regional community asset map. This map will include community centers, senior citizen centers, playgrounds and sports fields.

A “detailed review” includes an assessment carried out by building and safety experts.

In order to renovate existing recreation facilities and keep them in good condition, it is important to act now to implement two of the recommendations (numbers 10 and 4) because the facility owners need financial support, among other things.

Recommendation 10:

That the Kent RSC increase the Government of New Brunswick’s awareness of the importance of financially supporting organizations to enhance or replace recreational facilities in New Brunswick.

Multifunctional Centres

Although the traditional concept of an arena has evolved to become that of a multifunctional center with an ice surface and other amenities, there still exists a need for a new facility of this type, especially in the sub-region of Kent-Centre. Let’s reiterate that with the closure of the Sainte-Marie and Richibucto arenas in recent years and the imminent closure of the Bouctouche Forum, local residents must travel longer distances to access an ice surface.

At the time of drafting this Master Plan, a committee had already been working on the construction of a multifunctional center with ice surface in Richibucto for a year. Part of the population has already expressed an interest in this center. Also, when comparing Kent territory’s arena/population ratio with that of similar regions (standards), this project really makes sense.

Recommendation 11:

That the Kent RSC support the steering committee in its efforts to build a multifunctional center for the sub-regions of Kent-Centre and Saint-Louis.

This multifunctional concept can also be useful elsewhere on the Kent RSC territory. Indeed, the Bouctouche and Kent-South Greater Areas have demonstrated an interest in exploring the possible development of a similar facility, but without the ice surface.

Recommendation 12:

That the Kent RSC ensure a feasibility study be undertaken for a multifunctional center with a pool and other recreation amenities (excluding an ice surface) in the sub-regions of Bouctouche and Kent-South.

Pool

The Saint-Louis-de-Kent swimming pool is the only venue of its kind anywhere on the Kent RSC territory. It is clear that the people consulted want it to remain in operation. Built in 1977, this pool does however require major renovations.

Recommendation 13:

That the Kent RSC support the Saint-Louis-de-Kent pool renovation project while considering the possibility of extending its funding to the Saint-Louis-de-Kent and Kent-Centre sub-regions as a whole in order to increase services.

Trails

The Kent RSC territory is home to several trails, some of which serve walkers while others are used for biking, snowmobiling and four-wheeling. It is worth repeating here that the most popular physical activity in Canada and Kent County is walking. Being able to walk on footpaths without the presence of motor vehicles (ATV, motorcycle, snowmobile) is a definite concern.

Several trail sections are often in poor condition despite the work carried out by active clubs. It appears that these clubs work in isolation and cooperate very little with each other.

This portfolio (trails) is complex and must be developed within a systematic approach spread out over several years. It is preferable to begin by connecting trails within a sub-region before considering a network of trails covering the entire Kent RSC territory.

Recommendation 14:

That the Kent RSC consult the ATV and snowmobile clubs from the sub-regions to determine their interest in connecting trails within each sub-region.

Such a consultation will assess the willingness of each club to cooperate on this type of project and thus determine the region where it is desirable to begin.

The next recommendation could help promote walking among residents by providing them with safer access to more trails.

Recommendation 15:

That the Kent RSC work with interested communities to make walking and cycling safer and more accessible on existing trails and to identify appropriate locations (trails, roadsides, etc.) for this type of activity.

d. Programs and Services

The gradual implementation of the governance and facility related recommendations will make it easier to provide the public with more recreation programs and services. Appendix I describes the for recreation program development process. The review of existing programs and services⁵ indicates that they are numerous and varied. The goal of the following recommendations is to improve the situation by improving access to schools, leveraging major tourist attractions and promoting cultural activities.

Access to Schools

Schools are important cornerstones of community living and development in each of the communities that house them. The Francophone South School District has memorandums of understanding with several municipalities in the Kent region.

Community use of these schools is significant during the week. Access on weekends is more challenging, mainly due to financial issues.

It seems there is a lack of awareness of the availability of schools, reservation methods and options for using their amenities (i.e., gyms, classrooms, auditoriums, etc.).

⁵ Briefly discussed in the recreation supply section and more substantially during phase I in the document at: <http://www.krsc.ca/wp-content/uploads/2013/08/Rapport-final-CSR-de-Kent-21-janvier-2016-FR.pdf>

Recommendation 16:

That the Kent RSC consider negotiating a regional agreement with the Francophone and Anglophone School Districts for increasing community use and reducing user fees in its various schools, taking into consideration both community needs and facility characteristics.

While improving access to these schools, extra steps must be taken to facilitate their terms of use.

Recommendation 17:

That the Kent RSC cooperate with the school districts to implement a school facility availability and reservation system (including schools and sports fields) for use by recreation organizations.

Use of Major Tourist Attractions

The Kent RSC territory is part of New Brunswick's Cultural Coast, an organization devoted to promoting tourism. This organization has a development plan for attracting tourists to the region.

The territory's major tourist attractions (Kouchibouguac National Park, Pays de la Sagouine, Dune de Bouctouche, Bonar Law, Assumption Monument) are important and must be visited more often by the local population as they are great venues for recreation activities.

Recommendation 18:

That the Kent RSC work together with tourism industry partners to further develop the recreation potential.

Offering reduced rates for local residents would be an interesting avenue to explore, especially since access to Kouchibouguac National Park will be free in 2017 for Canada's 150th anniversary.

Culture

Phase I of the study showed that there are less cultural and artistic activities than sports and community activities across the Kent RSC territory as a whole. Nevertheless, cultural experiences in the region are considerable due to the presence of community centers, First Nations, schools and two cultural societies. That being said, more can always be done in this area.

Recommendation 19:

That the Kent RSC work closely with cultural groups to develop closer ties with arts and culture networks.

Editor's Note: The 20th recommendation below was added at the request of the Kent RSC after the Recreation Master Plan has been filed by the consultant.

Recommendation 20:

That the Kent RSC conduct a rigorous review of existing resources (human, material, etc.) in the cultural sector and identify pathways for cultural development in all communities.

VIII. Conclusion

The Kent region could be described as rural. Despite the challenges they face, its communities recognize the value of recreation as a contributor to individual wellness and quality of life, are ready to invest money and want to develop the means to meet their citizens' needs.

A review of the current situation provided a snapshot of the recreation supply in the Kent region. It demonstrated that the communities do invest considerable funds in order to offer diversified recreation programs and activities for all age groups. Note that the cultural supply could be improved. The provision of recreation still depends on volunteer efforts and the professionalization of the field is yet to be developed. The region boasts a great many recreation facilities, but several community centers and sports venues are aging and often not very accessible for persons with mobility impairments.

Our findings on the population's desired situation are based on several public consultation sessions. A total of 26 local sessions and one regional meeting allowed us to define those needs according to the major themes of governance, facilities, and programs and services. In terms of governance, the public wants to further professionalize the field by hiring a recreation director. They also want volunteers to be better supported.

A feeling of pride is evident when existing facilities are mentioned, as these are the result of hard work by dedicated volunteers. This no doubt explains why the public would rather renovate existing facilities wherever possible. It is however recognized that new facilities are required to meet the leisure demand. A centralized reservation system is one of the options suggested. The public would like to be consulted and guided throughout the facility development process and the concept of a fair funding formula is very important.

The promotion of recreation programs is often done in silos, which results in duplications and scheduling conflicts. The public would like to see the adoption of best practices in this area. The consultation process also produced a list of desired programs and activities for each of the 26 communities visited.

These needs were rewritten in the form of 20 recommendations on governance, facilities, and programs and services. The governance recommendations deal with organizational structure, financial resources and communication. The facility recommendations focus on sustainability, renovations, multifunctional centers, a swimming pool and trails. Finally, access to schools, use of major tourist attractions and culture are the themes of the program and service recommendations.

The implementation plan specifies the actions and activities to be carried out, their timeframe and costs, as well as designated leads and partners for each. This plan will serve as a guide for those responsible for operationalizing the Kent Region Recreation Master Plan.

Appendices



A. Public Meeting Participation Chart

Tours Phase II of the Kent RSC

Municipalities		Number of persons		
1	Bouctouche	12		Consultations JUNE 2016
2	Rexton	17		
3	Richibucto	25		
4	Rogersville	17		
5	Saint-Antoine	18		
6	Harcourt	21		
7	Saint-Louis de Kent	15		
8	Cocagne	12		
9	Acadieville	14		
10	Notre-Dame de Kent	4		
11	Kouchibouguac	16	Total JUIN : 175	
12	Saint-Marie de Kent	4	Moy. JUIN : 14,58	
13	Saint Ignace	21		Consultations SEPTEMBER 2016
14	Grand-Digue	24		
15	Fords Mills	12		
16	Aldouane	21		
17	Saint-Charles	21		
18	Saint-Paul	8		
19	McKees Mills	11		
20	Pointe-Sapin	15		
21	Sainte-Anne-de-Kent	0		
22	Richibucto-Village	22		
23	Collette	7		
24	Pleasant Ridge	9		
25	Bass River	20		
26	First Nations of Bouctouche	5		
27	First Nations of Elsipogtog		Total SEPT. : 196	
28	First Nations of Indian Island		Aver. SEPT. : 14,00	

Total 371
Average per meeting 14,27

B. Cost Sharing Formulas (capital and operating)

In the Kent RSC's terms of reference for the development of a master plan and identification of recreational and cultural initiatives, there were two objectives which called for taking into consideration, among other things, the availability of financial resources and the financial sustainability of a facility.

The following pages demonstrate and explain a tool which includes these two considerations. The tool is a table that illustrates different cost sharing formulas for Infrastructure XYZ. We chose to develop this tool in an Excel spreadsheet because it offers flexibility in terms of the types of variables to consider while automatically calculating the results each time one or more variables are changed. The interchangeable variables are as follows:

- ▶ Facility location
- ▶ Types of costs: capital (construction) or operational
- ▶ Percentage (%) of the infrastructure to be borne by the host community (the principle being that the community benefiting from the infrastructure on its territory will benefit from its property taxes. It is therefore normal that it initially pays a higher percentage of the capital or operating costs).
- ▶ Number of communities of interest in cost sharing (the principle being that the more communities of interest involved in the infrastructure, the lower will be the financial responsibility of each).
- ▶ Tax base of communities of interest (the principle being that the higher the tax base of a community of interest, it is assumed that its financial capacity to contribute will be higher).
- ▶ Population of communities of interest (the principle being that the higher the population of a community of interest, the higher its capacity to contribute, since it will be able to spread this contribution over a large number of people).
- ▶ Combination of tax base and population of the communities of interest (the principle being that this allows a certain balance between these two variables).
- ▶ Distance from communities of interest to the infrastructure (the principle being that the farther away the community is from the infrastructure, the lower its contribution as citizens may be less inclined to use it, and those who use it would have to pay more – re. gasoline).

Other variables may be taken into consideration when the time comes to decide on an individual's type of contribution. The age of participants can be considered by applying discounts on admission or for use by younger and/or older participants. The "user-pays" principle obviously remains, with the possible imposition of an entry or use fee. As for a variable such as a municipality or region's average revenue, it would be hard to consider given the difficulty of establishing exact figures for a variable as specific as that and an area as specific as that. That being said, there are financial assistance programs for disadvantaged families which provide grants to pay registration fees for activities such as hockey for example (e.g. KidSport with SportNB or JumpStart with Canadian Tire).

The table on the following page shows the cost-sharing formula for Infrastructure XYZ, for both capital and operating costs. We created two possible scenarios for each of the cost categories based on where such an infrastructure or facility would be located. Given the positive financial impacts for the host community when such an infrastructure is built on its territory, even just in terms of property taxes, we created a cost-sharing formula where the host municipality would be responsible for 50% of the costs in a first scenario and 75% of the costs in a second scenario. The formula then calculates the other costs by distributing them among the other entities comprising the community of interest on whose territory the infrastructure is built.

We then developed the formula further by distributing costs according to three other possible options:

- ▶ **Option 1:** Cost-sharing formula based on 100% of the municipality or LSD's tax base
- ▶ **Option 2:** Cost-sharing formula based on 100% of the municipality or LSD's population
- ▶ **Option 3:** Cost-sharing formula based on 50% of the municipality or LSD's tax base and 50% of its population.

Finally, the formula allows for the addition of another variable, i.e. the distance from the communities and LSDs to the host municipality. Indeed, the consultation sessions held in June and September 2016 highlighted the need to take distance into consideration. This last part of the formula allows us to change the impact of distance on costs by modifying box T37. This produces the "greater percentage deducted" due to the distance from the community to the infrastructure. Thus, the greater percentage (indicated in box T37) will be deducted for communities which are located more than 50 km away, whereas those that are closer to the infrastructure will see a lesser percentage deducted (reduced for every 10 km of distance).

Cost-Sharing Formulas - Infrastructure XYZ

Community of Interest of the municipality A	Tax Base (2016)	Population (2011)	Scenario 1: 50% of the costs to municipality A where the infrastructure will be		Scenario 2: 75% of the costs to municipality A where the infrastructure will be		Scenario 3: 75% of the costs to municipality A where the infrastructure will be	
			Option 1: based on 100% Tax Base	Option 2: based on 50% Tax Base and 50% population	Option 1: based on 100% Tax Base	Option 2: based on 50% Tax Base and 50% population	Option 1: based on 100% Tax Base	Option 2: based on 50% Tax Base and 50% population
Municipality A	\$100,000,000	1500	\$ 50,000.00	\$ 50,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00
Municipality B	\$75,000,000	800	\$ 141,281.33	\$ 225,263.16	\$ 70,646.07	\$ 103,969.12	\$ 7,064.07	\$ 10,396.91
Municipality C	\$50,000,000	500	\$ 94,327.25	\$ 45,782.67	\$ 47,093.33	\$ 23,546.74	\$ 4,709.33	\$ 2,354.67
Local Services District	\$50,983,150	800	\$ 96,037.68	\$ 107,263.26	\$ 48,018.84	\$ 51,611.58	\$ 4,801.88	\$ 5,161.15
SD 1	\$59,203,950	1000	\$ 111,325.50	\$ 131,376.95	\$ 57,782.75	\$ 69,776.11	\$ 5,778.27	\$ 6,977.61
SD 2	\$12,749,800	300	\$ 24,017.61	\$ 29,471.48	\$ 12,008.77	\$ 15,172.94	\$ 2,401.76	\$ 3,034.77
SD 4	\$17,631,950	400	\$ 30,356.68	\$ 35,611.94	\$ 16,672.34	\$ 20,155.79	\$ 3,356.68	\$ 4,031.16
TOTALS	\$246,627,850	2400	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00

Cost-Sharing Formulas - Infrastructure XYZ (including the distance)

Community of Interest of the municipality A	Tax Base (2016)	Population (2011)	Scenario 1: 50% of the costs to municipality A where the infrastructure will be		Scenario 2: 75% of the costs to municipality A where the infrastructure will be		Scenario 3: 75% of the costs to municipality A where the infrastructure will be	
			Option 1: based on 100% Tax Base	Option 2: based on 50% Tax Base and 50% population	Option 1: based on 100% Tax Base	Option 2: based on 50% Tax Base and 50% population	Option 1: based on 100% Tax Base	Option 2: based on 50% Tax Base and 50% population
Municipality A	\$100,000,000	1500	\$ 50,000.00	\$ 50,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00
Municipality B	\$75,000,000	800	\$ 143,448.00	\$ 207,429.82	\$ 71,724.00	\$ 103,914.51	\$ 14,344.80	\$ 20,742.98
Municipality C	\$50,000,000	500	\$ 95,354.22	\$ 46,954.14	\$ 47,677.11	\$ 23,478.07	\$ 9,535.42	\$ 4,695.14
Local Services District	\$50,983,150	800	\$ 98,254.35	\$ 107,429.82	\$ 49,127.17	\$ 53,714.51	\$ 9,825.43	\$ 10,742.98
SD 1	\$59,203,950	1000	\$ 108,692.17	\$ 128,745.61	\$ 54,346.09	\$ 64,377.81	\$ 10,869.22	\$ 12,874.56
SD 2	\$12,749,800	300	\$ 23,184.12	\$ 28,640.35	\$ 11,592.06	\$ 14,606.12	\$ 2,318.41	\$ 2,864.04
SD 4	\$17,631,950	400	\$ 31,117.15	\$ 35,798.25	\$ 15,558.57	\$ 18,399.12	\$ 3,111.71	\$ 3,579.82
TOTALS	\$246,627,850	2400	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00

Capital costs = % of the total cost: \$ 1,000,000	Scenario 1: 50%	Scenario 2: 75%	Scenario 3: 75%
Annual operating costs: \$ 320,000	10%	10%	10%
Total Number of Communities of Interest: 7	Max Margit		
	Distance (km) <= % deducted	0.0%	0.0%
	Greater % deducted:	1%	
	Callings:	10	20
		0.0%	0.0%
		30	40
		0.0%	0.0%
		50	50
		0.0%	0.0%
		60	60
		0.0%	0.0%
		70	70
		0.0%	0.0%
		80	80
		0.0%	0.0%
		90	90
		0.0%	0.0%
		100	100

Based on a \$1,000,000 infrastructure project, % paid by the federal government, % paid by the provincial government and % paid by municipality A and its communities of interest.

Interchangeable criteria:

Infrastructure location
 Types of costs: immobilization or operation
 Percentage (%) of the infrastructure to be borne by the host community (principle: the community benefiting from the infrastructure on its territory will benefit from its property taxes. It is therefore normal that it initially pays a higher percentage of the capital or operating costs)
 Number of communities of interest in cost sharing (principle: the more communities of interest involved in the infrastructure, the lower will be the financial responsibility of each)
 Tax base of communities of interest (principle: the higher the tax base of a community of interest, the higher its financial capacity to contribute will be)
 Population of communities of interest (principle: the higher the population of a community of interest, the higher its financial capacity to contribute, since it will be able to spread this contribution over a larger number of people)
 Combination of the tax base and the population of the communities of interest (principle: allow a certain balance between these two variables)
 Distance from communities of interest to the infrastructure (principle: the farther away the community is from the infrastructure, the lower its contribution as citizens may be less inclined to use it, and those who use it would have to pay more - re. gasoline)

Other possible variables:

Age of participants (ie. discounts on admission or through its use for younger and/or older)
 Principle of the "user-pays" remains with the possible imposition of an entry or use fee

C. Wish Lists of Communities Located in Each of the Kent Sub-regions

Even though the Kent RSC will coordinate efforts for the territory as a whole, it can still support certain local actions in different communities.

In the following pages, we present projects that were identified in the different communities, but are not part of the recommendations involving the Kent RSC territory as a whole (for instance, renovation or improvement of a community center, a trail connection project, etc.).

SUB-REGION OF SAINT-LOUIS-DE-KENT

Saint-Louis-de-Kent

In addition to the regional pool renovation project (see recommendation above), the other projects identified involve offering diversified programming for all age groups (e.g., Zumba, badminton, volleyball, archery, etc.).

Citizens would also like to see the development of a farmers and artisans market, as well as a trail connection initiative.

Kouchibouguac

A number of citizens want a gathering place for the community (e.g. a community garden), activities for seniors (dancing, fitness, etc.), art activities (e.g. painting) and a continued emphasis on hunting and fishing as independent activities.

High-speed Internet access, which would have a positive influence on recreation activities, is also a need in this community.

Pointe-Sapin

There is a general need to improve recreation facilities in the Pointe-Sapin community, namely new equipment in the gym, a snowmobile trail through Kouchibouguac National Park, connection of the other trails, kitchen and roof renovations in the community center and development of a beach at Portage River.

In terms of activities, participants mentioned recreation activities in the evening (e.g. badminton and volleyball) and beach volleyball.

Saint-Ignace

It is important to recruit new volunteers.

There is a need to develop an outdoor park and organize recreational activities there.

It is important to ensure that the golf course remain in operation.

This community would be interested in connecting its trails.

SUB-REGION OF ROGERSVILLE

Rogersville

The community really wants to hire a recreation director, but in cooperation with the sub-region's LSDs.

Furthermore, a number of residents would like to have an outdoor gym, a multifunctional tennis court (pickleball) and outdoor recreational activities (kayak, canoeing, snowshoeing, cross-country skiing, BMX, adventure raid).

The development of a cultural society and the organization of various classes (music, arts, woodworking, welding, etc.) are also on the wish list for upcoming years.

The construction of an auditorium is also being considered.

Acadieville

Connecting trails is a priority for this community.

Residents would also like to see more cultural activities.

Improved roads and sidewalks would allow walkers to practise their favourite activity.

The Acadieville bowling alley is the only one in the sub-region and it should be better promoted. The same goes for its kitchen, which is well equipped and could be used more widely by the sub-region.

The playground needs to be improved to make it safer.

Collette

Overall, a number of citizens want more community and cultural activities, and would like to better understand the needs of new residents.

Trails are important for Collette residents, as is a place for cultural activities (e.g. plays, concerts, etc.) and physical activities (e.g. exercises).

Pleasant Ridge

Citizens are in favour of hiring a regional recreation director in order to have access to more cultural and community activities.

The creation of various interest groups (e.g. snowshoeing, nature lovers, canoeing, etc.) would meet a need.

There is a need to find activities for children and youth to foster a taste and an appreciation for sports and culture.

A regional library should be more accessible to the community and access to schools should be improved.

SUB-REGION OF BOUCTOUCHE**Bouctouche**

A number of citizens want more cultural activities (e.g. entertainment and classes) and new sports in the municipality (don't forget adults, e.g. pickleball).

In terms of facilities, they would like a youth center (12-18 years old), a bowling alley and a running track.

As mentioned earlier, there is also interest for a swimming pool.

Sainte-Marie-de-Kent

Participants present at the consultation sessions wanted a community park with walking trails as well as the development of a regional trail network.

A community garden could be developed in partnership with Expo-Kent.

Participants were also in favour of a regional approach and the sharing of some facilities (e.g. baseball in Notre-Dame, soccer in Sainte-Marie, bowling in Cocagne, etc.).

Rivers should be leveraged for recreation and tourism purposes. First Nations and nature interpretation should be included.

More cultural activities, in cooperation with the Société culturelle Kent-Sud, would be welcomed.

McKees Mill

McKees Mill residents would like to see a swimming pool in the Bouctouche or Kent-South sub-regions. They also want the arena and ATV trails to be maintained.

At the local level, they want the Railroad Station Museum to be developed and the river to be more widely used (e.g. boating, canoeing, kayaking, marina, etc.).

Some residents would like to see a multifunctional centre with an ice surface, curling rink, swimming pool, etc. in the sub-region.

Saint-Paul

One of the priorities is connecting the ATV and snowmobile trails in order, among other things, to attract new residents and tourists to the community. The skating rink also needs a roof.

The skateboard park needs to be used a lot more for competitions, among other things. To achieve this, lights need to be installed for night use.

Saint-Paul residents also want a swimming pool in the sub-region of Bouctouche.

Participants feel it is important that the community find a unique niche "trademark" in the region.

SUB-REGION OF KENT-CENTRE

Rexton

The multifunctional center with an ice surface and spaces for activities such as walking and sports is the priority project.

This community, which already has several recreation facilities, would like to improve its trails, develop a cultural center, increase its recreation activities (e.g. dance, fitness, etc.) and focus on its historic aspect (tourism).

Participants highlighted the need to collaborate, improve communication and strengthen leadership (regionally).

Richibucto

The multifunctional center is considered a priority here also. The regional project which generates the most attention is the construction of a multifunctional center with an ice surface. The loss of the Richibucto arena in a fire has left a gap and forced users to travel greater distances for their activities (see recommendation above).

The community would also like a better pool (the one in Saint-Louis), support and recognition for its volunteers, and better promotion of its activities.

Trails are also a major concern. They need to be better maintained in order to better serve the local population and potential tourists.

Programming for youth and seniors as a means of attracting more people to the region was also mentioned.

Fords Mills

Fords Mills residents would like a multicultural center and regional arena, as these facilities would allow for sports and cultural activities.

A venue for local and regional entertainment, outdoor skating rinks and sports fields (i.e. softball) were also mentioned, as well as a farmers' market.

Aldouane

Aldouane residents would like a multifunctional center like the one presented by the committee.

The maintenance and connection of local and regional trails is also important, as is a swimming pool (regional, the one in Saint-Louis).

Locally, the community would like to improve its community garden and add activities such as baseball and tennis. There is also a need for more volunteers and better communication between regions in respect to activity supply.

Harcourt

The priority for this community is the enhancement of local facilities (centers, playgrounds, etc.). Once these venues are improved, residents would like to see new activities.

This facility improvement program must be done in a complimentary fashion in order to avoid duplication. Local needs must be met first, after which opportunities for regionalization could be considered.

Better communication of activity supply is needed.

The multifunctional center was also noted as being important.

Saint-Charles

The arena (multifunctional center) is the priority, as is support for existing facilities (i.e. outdoor rinks and community centers).

Trails and the swimming pool are also considered important, as is the organization of children's camps and various shows and performances.

Richibouctou-Village

The multicultural center is the priority, and the maintenance or improvement of existing facilities (i.e. community center, trails and gun club) are important. It was also noted that the accessibility of the center needs to be improved.

A farmers' market was included among the projects that were mentioned.

Bass River

The multifunctional center (arena) and a youth center are considered a priority in terms of regional projects. They should allow for the organization of activities for all age groups. Renovation of the existing pool (Saint-Louis) is important.

The development of a splash park and an afterschool daycare was also mentioned.

As elsewhere, the maintenance and improvement of existing facilities appear crucial and trails are an asset that needs to be developed.

SUB-REGION OF KENT-SOUTH

Grande-Digue

Safe trails are the priority for this community, especially for walking and biking. Also, from a tourism perspective, it would be beneficial to connect trails.

A regional swimming pool is a project that needs to be considered. Access to a public beach and better use of waterways for kayaking and rowing are other points noted during the consultations. Access to schools for various activities and courses was also mentioned.

The promotion of arts and culture, organization of sports activities (e.g. curling, skating, cross-country) and hosting of a public market were also noted.

Notre-Dame

A cultural center is the priority, but activities such as tennis and track & field were also mentioned.

Cocagne

The creation of a recreation, sports and cultural department is the priority, as is a community park (with playing fields, benches, fountains, gardens).

Participants also mentioned the importance of walking and biking trails, as well as an indoor walking track.

A swimming pool, dog park and regional taxation mechanism were also included in the participants' comments.

Saint-Antoine

A multifunctional center, a regional sports center and information sessions (e.g. nutrition, recreation, etc.) are among the priorities.

Citizens would also like to see community gardens, trails (connection) and an indoor pool.

Better promotion and communication might help increase participation in regional activities.

THE FIRST NATIONS OF BOUCTOUCHE

The community would like to see new facilities allowing for all types of leisure activities.

A regional pow-wow (in cooperation with the Pays de la Sagouine) and the hosting of the Acadian Games were suggested as community events for engaging and training volunteers.

D. Contextual Description of the Vision

Elements of the vision and its implementation	Context
<i>The public improves its wellness</i>	Wellness involves an individual's physical, mental and emotional health, among other things.
<i>by having access to quality recreation activities and infrastructures</i>	There is already an interesting variety of recreation activities and facilities, but we must continue working to improve them.
<i>in an attractive environment based mainly on the region's human and natural components.</i>	<p>Broadly defined, the environment is supportive and thus encourages citizens to stay in the region and attracts new families to rejuvenate the area's social and demographic fabric.</p> <p>The culture, habits and interests of Kent residents must be respected and the natural environment must be protected.</p>
In order to implement the vision, it is important to pursue the following general goals:	Coherent actions must be undertaken. The vision will not be achieved without its champion or champions.
▶ Encouraging regional and local collaboration;	There is a need and a desire to cooperate at the regional level, and also within individual communities. This cooperation will undoubtedly help achieve the vision.
▶ Encouraging public consultation at the regional and local levels;	In order for the public to buy into the vision, it must be consulted at various steps along the way, both for infrastructures and activities.
▶ Develop and operate viable recreational facilities;	The sustainability of current and future recreation facilities must be a major concern and consideration. It is not a question of making them profitable at all costs, but rather making them sustainable with long-term funding.
▶ Revitalized volunteerism;	The region is fortunate to already have many volunteers. With an aging population and a new generation that sees volunteerism in a different light, it is important to find ways to ensure a supply of volunteers which reflects new social and economic realities.
▶ Attracting a younger population;	As mentioned, the population is aging. The ability to attract new families is heightened when recreation is valued and jobs are available.
▶ Serving all socio-economic and socio-demographic subgroups.	All recreation programs and infrastructures need to be inclusive.

E. Implementation of the Plan

Implementing the plan means operationalizing its recommendations by identifying those responsible for carrying out its specific actions and activities. These actions have been spread out over a realistic timeframe and their associated costs have been identified.

The implementation schedule will serve as a guide for the Kent RSC authorities and more specifically for the person hired to manage the recreation portfolio. The following pages therefore include the 20 recommendations along with the actions and activities deemed appropriate for achieving them.

Regional Vision and Goals

Recommendation 1: <i>That the Kent RSC adopt the vision outlined in the Phase 1 report and public consultations, that « the public improves its wellness by having access to quality recreation, leisure and cultural activities and infrastructures in an attractive environment based mainly on the region’s human and natural components ».</i>			
Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Present and adopt the vision during a Kent RSC meeting	To be undertaken in 2017	None	Kent RSC board

Governance: Organizational Structure

Recommendation 2: <i>That the Kent RSC hire a person responsible for implementing the Master Plan and the action plan.</i>			
Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Draft the job description	To be undertaken in 2017	Time invested by the RSC Executive Director (ED)	RSC ED
Publish the job offer and hire a candidate	To be undertaken in 2017	\$50,000	Kent RSC board and ED
Create an advisory committee	Short term (2017-2019)		Kent RSC Recreation Director (RD)
Create a recreation commission	Medium term (2020-2023)		Kent RSC RD
Implement the Kent RSC communication plan (see Appendix F)	Short term (2017-2019) – to be undertaken in 2018	\$36,000 the 1st year and \$27,000 annually thereafter	Kent RSC RD

Recommendation 3:

In addition to implementing the Master Plan, that the lead person hired by Kent RSC work with the sub-regions to assess the feasibility of collaboration in hiring a recreation director by a municipality or group of communities.

Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Identify communities within the sub-regions interested in hiring a recreation director as a group	Short term (2017-2019)	Time invested by ED and RD	RSC ED and RD, and interested communities
Invite the group to develop a collaborative arrangement for hiring the recreation director	Short term (2017-2019)	Time invested by ED and RD	ED, RD and interested communities
Publish the job offer	Medium term (2020-2023)	Group of interested communities	Group of interested communities

Governance: Financial Resources

Recommendation 4:

That the Kent RSC seriously consider, in consultation with representatives of its different communities, establishing a financial assistance program for recreation development on its territory.

Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Develop sample financial assistance programs (type of assistance, eligibility criteria, grant amounts)	Medium term (2020-2023)	Time invested by ED and RD	RSC ED and RD
Consult communities to determine their interest in a funding program	Medium term (2020-2023)	Time invested by ED and RD	RSC ED and RD, and interested communities
Validate a funding formula	Medium term (2020-2023)	Time invested by ED and RD	RSC ED and RD, and interested communities
Implement the financial assistance program	Long term (2024-2026)	Time invested by RD	RSC ED and RD, and interested communities

Governance : Communication

Recommendation 5:

That the Kent RSC identify one or more partners to coordinate regular promotion of recreation activities for each sub-region through the use of appropriate tools and mechanisms, both traditional and new (i.e., community newsletters, e-briefs, Web pages, social media, billboards, newspaper, radio, etc.).

Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Develop a description of the services to be provided by this company or organization	Short term (2017-2019)	Time invested by ED and RD	RSC ED and RD
Draft a call for tenders for the product or service	Short term (2017-2019)	Time invested by ED and RD	RSC ED and RD
Publish the call for tenders and select the company or organization	Short term (2017-2019)	\$20,000	RSC RD

Recommendation 6:

That the Kent RSC offer training sessions to volunteers in charge of promoting their organization's activities in order to improve their communication knowledge and skills, both electronic (e.g. social media) and traditional.

Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Survey the region's organizations to identify training needs and requirements	Short term (2017-2019)	\$10,000	RSC RD and consultant
Implement training sessions based on expressed needs and requirements	Short term (2017-2019)	\$10,000	RSC RD and consultant

Facilities: Facility Validation Criteria

Recommendation 7: <i>That the Kent RSC undertake feasibility studies to identify activity demand and the need for a facility to meet this demand before proceeding with the construction of major facilities (regional or sub-regional).</i>			
Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Identify terms of reference for the development of new recreation facilities based on Appendices C (feasibility study) and D (development process).	Short term (2017-2019)		ED and RD
Adopt the terms of reference	Short term (2017-2019)		RSC board

Recommendation 8: <i>That the Kent RSC establish a support mechanism for community groups wishing to develop local recreation facility projects.</i>			
Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Research existing programs	Short term (2017-2019)	Time invested by ED and RD	RSC RD
Develop a support mechanism and specify program steps and eligibility criteria	Medium term (2020-2023)	Time invested by ED and RD	RSC RD
Validate the mechanism with communities	Medium term (2020-2023)	RSC board	RSC board

Facilities: Facility Renovation

Recommendation 9: <i>That the Kent RSC carry out a detailed facility review in order to develop a regional community asset map. This map will include community centers, senior citizen centers, playgrounds, sports fields, etc.</i>			
Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Draft a call for tenders and select a consultant	Medium term (2020-2023)	Time invested by RSC ED and RD	RSC ED and RD
Develop a regional community asset map	Long term (2024-2026)	Consultant \$25,000	RSC RD and consultant

Recommendation 10:

That the Kent RSC increase the Government of New Brunswick's awareness of the importance of financially supporting organizations to enhance or replace recreational facilities in New Brunswick.

Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Identify government departments to meet with	Short term (2017-2019)	Time invested by RSC ED and RD	RSC ED and RD
Develop a background document on the state of recreation facilities	Short term (2017-2019)	Time invested by RSC ED and RD	RSC ED and RD
Meet with government representatives	Short term (2017-2019)	Time invested by RSC ED and RD	RSC board, ED and RD

Facilities: Multifunctional Centers

Recommendation 11:

That the Kent RSC support the steering committee in its efforts to build a multifunctional center for the sub-regions of Kent-Centre and Saint-Louis.

Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Meeting between the RSC and the project steering committee for a progress report	Short term (2017-2019)	Time invested by RSC ED and RD	RSC RD
Identify roles and responsibilities of both parties and develop a work plan for the construction of the center	Medium term (2020-2023)	Time invested by RSC ED and RD	RSC, committee and RD

Recommendation 12:

That the Kent RSC ensure a feasibility study is undertaken for a multifunctional center with a pool and other recreation amenities (excluding an ice surface) in the sub-regions of Bouctouche and Kent-South.

Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Work with the Greater Area communities to engage a conversation on the construction of a multifunctional and multigenerational center	Medium term (2020-2023)	Time invested by RSC ED and RD	RSC ED and RD, and Bouctouche and Kent-South Greater Areas
Develop a call for tenders describing the project's broad guidelines	Medium term (2020-2023)	Time invested RSC by ED and RD	RSC ED and RD, and Bouctouche and Kent- South Greater Areas
Publish the call for tenders and select a consultant to undertake the feasibility study	Long term (2024-2026)	Time invested by ED and RD, and consultant (\$5,000)	RSC ED and RD, and Bouctouche and Kent- South Greater Areas

Installations : Piscine

Recommendation 13: <i>That the Kent RSC support the Saint-Louis-de-Kent pool renovation project while considering the possibility of extending its funding to the Saint-Louis-de-Kent and Kent-Centre sub-regions as a whole in order to increase services.</i>			
Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Initiate discussions to explore opportunities to cooperate on the sub-regional funding of the Saint-Louis-de-Kent pool	Short term (2017-2019)	Time invested by RSC ED and RD	RSC, Saint-Louis and participating communities
Reach a sub-regional funding agreement	Medium term (2020-2023)	Time invested by RSC ED and RD	RSC, Saint-Louis and participating communities
Undertake a feasibility study for the renovation of the pool	Medium term (2020-2023)	\$25,000	RSC, Saint-Louis and participating communities
Renovate the Saint-Louis-de-Kent swimming pool	Medium term (2020-2023)	To be determined	RSC, Saint-Louis and participating communities

Installations : Sentiers

Recommendation 14: <i>That the Kent RSC consult the ATV and snowmobile clubs from the sub-regions to determine their interest in connecting trails within each sub-region.</i>			
Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Validate the list of clubs located in each Greater Area (developed during Phase I of the study)	Short term (2017-2019)	Time invested by RD	RD
Determine if clubs are interested in a collaborative approach by using a consultation method deemed appropriate	Medium term (2020-2023)	Time invested by ED and RD	RSC RD and interested communities

Recommendation 15:

That the Kent RSC work with interested communities to make walking and cycling safer and more accessible on existing trails and to identify appropriate locations (trails, roadsides, etc.) for this type of activity.

Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Develop a list of communities interested in this initiative for each sub-region	Short term (2017-2019)	Time invested by RSC RD and SRs	RSC ED and RD, and interested SRs
Draw up an inventory of safe and accessible places for each sub-region	Medium term (2020-2023)	Time invested by RSC RD and SRs	RSC ED and RD, and interested SRs

Programs and Services: Access to Schools

Recommendation 16:

That the Kent RSC consider negotiating a regional agreement with the Francophone and Anglophone School Districts for increasing community use and reducing user fees in its various schools, taking into consideration both community needs and facility characteristics.

Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Draw up an inventory of existing community/school agreements in the Kent territory	Short term (2017-2019)	Time invested by RD	RSC RD
Meet with school district authorities to explore possible regional agreements	Short term (2017-2019)	Time invested by ED and RD	RSC RD
Develop a draft regional community/school agreement	Short term (2017-2019)	Time invested by ED and RD	RSC ED and RD, and school districts
Adopt regional agreements for the community use of school facilities	Medium term (2020-2023)	Time invested by ED and RD	RSC ED and RD, and school districts

Recommendation 17:

That the Kent RSC cooperate with the school districts to implement a school facility availability and reservation system (including schools and sports fields) for use by recreation organizations.

Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Identify and discuss potential reservation systems with the school districts	Short term (2017-2019)	Time invested by RD	RSC RD and school districts
Select a system which meets the partners' needs and invite a supplier to present its product	Medium term (2020-2023)	Time invested by ED and RD	RSC ED and RD, and school districts
Implement a facility availability and reservation system	Long term (2024-2026)	\$20,000	RSC ED and RD

Programs and Services: Use of Major Tourist Attractions

Recommendation 18: <i>That the Kent RSC work together with tourism industry partners to further develop the recreation potential.</i>			
Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Develop a list of tourist attractions likely to participate in the round table	Medium term (2020-2023)	Time invested by RD	RSC RD
Develop a working document identifying the purpose and objectives of the round table discussions	Medium term (2020-2023)	Time invested by RD	RSC RD and a few attractions
Invite potential members to an initial meeting in order to create the round table	Medium term (2020-2023)	Time invested by RD	RSC RD

Programs and Services: Culture

Recommendation 19: <i>That the Kent RSC work closely with cultural groups to develop closer ties with arts and culture networks.</i>			
Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Develop an inventory of cultural groups located in the Kent region	Short term (2017-2019)	Time invested by RD	RSC RD
Organize a half-day planning session to identify required actions	Short term (2017-2019)	Time invested by RD and consultant (\$5,000)	RSC RD and consultant

Editor's Note: The 20th recommendation below was added at the request of the Kent RSC after the Recreation Master Plan has been filed by the consultant.

Recommendation 20: <i>That the Kent RSC conduct a rigorous review of existing resources (human, material, etc.) in the cultural sector and identify pathways for cultural development in all communities.</i>			
Actions/Activities	Timeframe	Budget/Costs	Leads/Partners
Organize a planning session to make an inventory of the resources and to identify pathways	Medium term (2020-2023)	Time invested by RD	RSC RD and consultant

F. Communication Plan

1. Introduction

The purpose of this communication plan is to create greater visibility for the Kent RSC's Recreation Master Plan and each of its implementation phases. Allocating human and financial resources to the plan's proposed activities is important.

The plan is essentially based on goals which are supported by various strategies and a guiding thread provided by the communication brand. It recommends courses of action for digital communications and traditional media.

2. Situational Analysis

The Kent RSC has adopted its first ever Recreation Master Plan as a step in improving the quality of life of the people residing on its territory. It must therefore provide regular, varied and appealing communications to all its target audiences.

Two issues are to be considered with regards to promoting or communicating recreation activities in the region. Firstly, there is a willingness to improve communication of these activities, and secondly, it is fitting that vast efforts be made to inform the public of the Recreation Master Plan results. The first issue is dealt with in the recommendations of the Master Plan itself, while the second is the purpose of this plan.

The Kent RSC has in its employ a person responsible for communications.

3. Communication Goals

The communication goals are as follows:

- ▶ Create awareness of the Recreation Master Plan's existence and progressive implementation
- ▶ Engage municipal council and local service district members in the Master Plan.

4. General Communication Strategies

The general strategies serve both as guiding principles for overall communications and as key messages. They are connected to each of the two goals.

- ▶ *Create awareness of the Recreation Master Plan's existence and progressive implementation.*
 - Highlight the fact we are adding to the current recreation supply, which is already good.
 - Following a launch, proceed step-by-step with communication campaigns and an annual update.
 - Take advantage of every public opportunity to mention that the Kent RSC has a Recreation Master Plan.
- ▶ *Engage municipal council and local service district members in the Master Plan.*
 - Engage municipal council and local service district members in the Master Plan.
 - Demonstrate the value of the plan's actions by focussing on both "small" and "big" successes.

5. Communication Brand

The communication brand is not a slogan, but rather a guiding thread for all communication efforts. It is as follows:

Recreation exists and is important.

The brand means:

- ▶ A good variety of recreation activities and facilities already exists in the region.
- ▶ Recreation is important for the future. We need to add activities and facilities. It is important to engage in recreation activities both as participants and volunteers. The quality of life which results from the existence and offering of recreation facilities and activities is an important factor for the region's development.

Measures must be taken to tailor relevant information to the citizens targeted by each of the actions. The actions must be connected as closely as possible to the citizens.

6. Target Groups

Identifying target groups is not meant to exclude anyone, but rather to develop messages and actions which specific groups will relate to. These messages and actions will also reach other groups, who will thus be exposed to the communications. The opposite – trying to reach “everyone” – ends up reaching no one.

The target groups are:

- ▶ Families (adults between 25 and 45 with children)
- ▶ Retirees
- ▶ Elected municipal officials and LSD representatives

7. Courses of Action

The proposed courses of action are divided into the following categories: communication tools, digital communications, advertising, promotions, and public relations.

7.1. Communication Tools

The proposed communication tools can be used for the other action items described below (digital, advertising, promotions, and public relations).

a. A corporate image for the plan

Create a corporate image for the Master Plan with the help of a professional (graphic designer). This image can be a logo, a tagline or a logo with tagline. Ideally, the image should appeal to the region's three cultures. The tagline can also take the form of a slogan.

b. Visibility of the Image

Integrate the plan's corporate image into various documents used by the Kent RSC. This is a way to remind the Commission's stakeholders and partners that the plan exists and is in its implementation phase.

c. Collateral Material

Along with the corporate image, the plan must have certain basic elements that can be used on paper or other supports. For example, letterhead, folders, note pads, etc. should be used to distribute information about the plan.

d. Template

Create a visual template (e.g. PowerPoint, Prezi, etc.) that can be used for various presentations about the plan.

7.2. Digital

For now, digital communications will include a website, a Facebook page, a Twitter account and an Instagram account.

a. Website

Create a website for the Master Plan. The following address exists and is available: www.recreationkent.com.

The website must become the go-to place for information about the Master Plan. Internet users must be able to consult the initial Master Plan document, track its implementation and access any new relevant information.

The home page must constantly reflect and integrate the various campaigns held throughout the plan's implementation process.

b. Facebook

Create a Facebook page for the Master Plan in order to provide information and engage Internet users in some of the plan's actions in the short-term. For example, Facebook can be used to invite residents to public meetings, collect feedback, gather support and answer certain questions.

The Facebook page can also serve as a forum to demonstrate the leisure benefits generated by the Master Plan.

c. Twitter

A Twitter account would serve as a digital support for the plan's various campaigns and engagement initiatives.

This means of communication must inform the target groups of the plan's specific activities.

d. Instagram

An Instagram account would be especially useful for actions that are well reflected through pictures. The various publications must also contain examples of target groups (families or retirees) participating in recreation activities in the region.

7.3. Advertising

The use of traditional media remains necessary to reach the different target groups.

The impact of an ad is significantly increased when campaigns last at least three weeks or when messages are repeated a dozen or so times over a relatively short period (less than two months). A single ad is a waste of money.

We suggest targeted ad campaigns in newspapers, radio and municipal newsletters. The campaigns' content and messages must be reproduced on the website, Facebook page, and Twitter and Instagram accounts (digital).

a. Ad Campaigns

Three types of ad campaigns are appropriate for this approach.

Each should have a central message and accessory messages (one or two) aimed specifically and alternately at families and retirees. The images must also be representative of these two target groups.

Campaign #1: Recreation in Kent County

Create a campaign targeting families and retirees which will officially announce the Master Plan's approval by the Kent RSC.

Take advantage of the opportunity to use messages and images that demonstrate the wide variety of recreational activities offered in the region and state that the Commission wants to improve the supply with the addition of new facilities (and improvement of certain existing ones) and new activities in cooperation with the region's communities (sub-region municipalities and LSDs).

This campaign will serve as the Master Plan's public launch and can be repeated, with certain adjustments, every two years.

Campaign #2: Way to go volunteers – you are important!

Create a campaign to recognize volunteers, recruit new ones and especially encourage individuals to continue volunteering in the field of recreation.

This campaign will demonstrate the benefits of volunteering in the field of recreation for the community and the individual.

One of the messages will serve to remind the target groups that the recreation activity supply depends a great deal on the presence of volunteers. The challenge is to increase the number of volunteers for existing activities or new ones.

A campaign of this nature should be held in April (National Volunteer Week) or May.

Campaign #3: Let's shape recreation together...

Create a campaign to demonstrate examples and benefits of partners working together in the area of recreation (e.g. groups partnering to offer a program, communities working together to make facilities available, etc.).

This campaign will be a short advertorial providing somewhat detailed information about the collaborative effort. It will be launched with at least two or three examples of cooperation to be published alternately.

It will be important to use messages and images of partners in both the family and retiree target groups.

b. Newspaper

The Times & Transcript and L'Étoile (serving the Kent region) are the newspapers recommended for all three campaigns.

The size of the ads and the frequency of publication will need to be adjusted according to available financial resources. However, it is important to plan at least a dozen exposures (in terms of frequency). Since both target groups are in large part bilingual, using these two newspapers might be considered alternately.

c. Radios

The French radio station – CJSE – has a higher audience rating than average among Canadian radio stations. It reaches a major portion of Kent listeners and would be a wise choice. As for its English counterpart, the audience rating of local stations will have to be reviewed based on the two target groups (families and retirees) and then the campaign will probably have to be divided among two stations.

The written campaign messages (and images) will need to be reproduced orally. These oral productions could also serve for digital communications.

For quality and control purposes, the development of these messages must be entrusted to a specialized firm rather than the radio stations themselves.

d. Municipal newsletters

Some the territory's sub-regions publish municipal newsletters. The campaigns could be adapted (format) and published in these newsletters. Since they are mostly monthly or quarterly in nature, publication frequency would be limited to one or two per campaign.

Note that it won't be necessary to purchase ad space on social media as the plan will have its own digital platforms. In the long-term however, ad space will have to be bought on generic or specific digital platforms (for some traditional media).

7.4. Promotion

Two promotional tools are suggested depending on the target group.

a. Semi-Annual Update Document (twice per year)

Prepare a short progress report to update elected officials and LSD representatives on the plan's implementation. The report will provide facts (actions) and figures (whenever possible: participation stats, number of meetings, funds invested, etc.) for the actions that are implemented.

It will be distributed to all members in hard copy or electronic format.

Those responsible for the plan's (and communications') implementation should present the progress report verbally and semi-annually to a least six councils or committees based on the groups' meeting schedule and availability.

b. Yearly Reports and Updates

Prepare an annual progress report detailing the Master Plan's implementation. This professional-looking document should contain text and images, be made available on digital platforms, and present the plan's highlights and benefits.

It should be presented to all municipal councils and LSDs. As this will require over 30 presentations, we suggest that the goal be approximately ten per year. With the semi-annual reports presented to councils and committees, it is likely that each will be visited at least once every two years.

The presentations to municipal councils should be given priority so as to reach the greatest number of people and thus allow them to develop ownership of the plan.

7.5. Public Relations

The main public relations event would be the launch of the Kent RSC Recreation Master Plan. Community recreation leaders and media representatives would be invited to this event, which would provide the opportunity to highlight key messages:

- ▶ The importance of recreation in Kent County today and tomorrow.
- ▶ The benefits of existing and future recreation opportunities.
- ▶ Volunteers are at the center of Kent County's recreation supply.
- ▶ The importance of cooperation among groups and communities.
- ▶ Details of one of the first initiatives developed since the adoption of the Master Plan.

All public gatherings and meetings with municipal and LSD representatives are also important public relation events.

Overall, public relation events help to increase awareness of the importance of recreation and the Master Plan among leaders and target groups in the long-term.

8. Timeframe and Responsibility

The various communication actions will take place based on a schedule beginning in winter 2017 (W17) and ending in fall 2019 (F19⁶). As soon as the communication tools are in place, they remain in use during the Master Plan's entire implementation process.

It is important that the Kent RSC identify a person responsible for all communications related to the Master Plan. This person must have the required skills and fully understand the plan's nuances.

	W17	SP 17	S17	F17	W18	SP 18	S18	F18	W19	SP 19	S19	F19
Communication Tools												
Corporate image												
Image visibility (RSC)												
Collateral material												
Template												
Digital												
Facebook												
Website												
Twitter and Instagram												
Advertising												
Campaign: Recreation in Kent County												
Campaign: Way to go volunteers												
Campaign: Shaping recreation together												
Promotion												
Progress report												
Annual report												
Public Relations												
Public and media launch												

⁶ W=winter; SP=spring; S=summer; F=fall

9. Budget Estimates

The following table demonstrates the costs associated with the various communication efforts. One time costs, which total \$9,000, are not recurrent, whereas annual costs equal \$27,000. Thus, in year one of the communication plan's implementation, the total cost will be \$36,000.

The most significant investment is for the ad campaigns, which will cost \$20,000 per year. There will be an average of two yearly campaigns and there is an opportunity to engage partners in a cost-sharing agreement.

For the most part, the costs do not take into consideration any human resource expenses, except in the case of the website, where \$5,000 are attributed to content and update management. The Kent RSC already has the human resources required to plan and organize the communication actions.

Communication Actions	One-Time Costs	Annual Costs
Communication Tools		
Corporate image	\$2,500	
Image visibility (RSC)	^a	
Collateral material	\$2,500	\$500
Template	\$1,000	
Digital		
Facebook	^b	
Website	\$2,000	\$5,000
Twitter and Instagram	^c	^d
Advertising		
Campaign: Recreation in Kent County		\$20,000
Campaign: Way to go volunteers		
Campaign: Shaping recreation together		
Promotion		
Progress report		^e
Annual report		\$1,500
Public Relations		
Public and media launch	\$1,000	
Totals	\$9,000	\$27,000

^a These additions to the Kent RSC's tools do not require any extra spending.

^b The development of this page will not require any spending, as the Kent RSC's staff should be able to do the work.

^c and ^d The staff appointed to the Facebook page or website will be able to manage the Twitter and Instagram accounts.

^e This document will be drafted by the staff person eventually hired to manage the recreation portfolio.

10. Evaluation

Evaluating communications is a challenge. Collecting objective data may require significant human and financial resources. Nonetheless, we believe that it is possible to get a good idea of the communications’ “performance” by carrying out the following activities:

- ▶ Track the number of people who participate in all public and private gatherings related to the plan’s activities;
- ▶ Use the visitor tracking tools available in Google, Facebook, Twitter and Instagram;
- ▶ In all published documents and advertisements, make sure to include contact information as a call to action inviting readers to visit the media platforms or make a call.

We believe that together, the communication plan activities should reach approximately 5,000 people over the next three years.

11. Conclusion

The communication plan is a single coherent entity – it is not a list or a “buffet” where you can choose what you like and leave the rest aside.

One of the plan’s success factors will involve integrating the information that is developed into several actions or tools. In practical terms, all of the material (text, images, photos, etc.) should be able to be used for several tools and actions. This has the advantage of better informing the population (especially target groups) and ensuring that the “general image” of the Recreation Master Plan is consistent.

As mentioned, putting a person in charge of implementing the communication plan is another success factor. In addition to human resources, the required financial resources will definitely need to be invested. Otherwise, the overall plan is less likely to succeed.

G. Phases of a Feasibility Study for a Recreation Facility Project

1. Form a committee (see planning process)	
2. Assess the offer.	a. Are there already facilities (the offer) available within the territory for the type of activity demand we want to fulfil?
3. Assess the demand.	<ul style="list-style-type: none"> a. By surveying or interviewing individuals or organizations in order to measure their interest for the activities carried out in this type of facility b. By analyzing the current use of existing facilities offering the proposed type of activity or activities c. By extrapolating past participation trends d. By reviewing standards
4. Identify required spaces based on the demand assessment.	a. The data that was collected is used to determine the type of facility needed and the space required for each room (e.g. standards for equipment rooms state that 40-50 sq.ft. per person is required for safe use).
5. Describe the space or facility.	a. Technical standards are used to describe the facility in terms of size, materials and other elements based on the proposed type of activity. Is the facility recreational or competitive in nature (impact on technical standards)?
6. Design a development program.	a. The information collected during the previous step is summarized to present the space requirements for each area (administrative, social, activity, etc.) and as a whole.
7. Select a site.	a. The selection of a site for the construction of the facility is crucial. Several factors will influence this choice: cost, availability, size, accessibility, attractiveness, proximity to other similar facilities, site constraints and site development costs.
8. Draft a concept.	a. Bubble chart (park) or preliminary plan (facility) that identifies traffic patterns, facility dimensions and physical relationships between various areas.

9. Estimate capital and financing costs.	a. Costs can only be estimated at this point, but a decision to pursue the project can still be made. Estimates can be made based on a cost per square foot, for example.
10. Estimate operational costs.	a. In the case of a public facility, the cost scenarios take into consideration the fact that this type of facility is not profitable. The idea is therefore to estimate revenues (e.g. registration and rental fees) as well as the amount the municipality is willing to invest from its tax revenues.

Once these steps are completed, the desirability and feasibility of the project are compared. If it was determined that there exists a demand or a need, that adequate funding is available and that the project is sustainable in the long term, the design and construction phases can begin.

H. Recreation Facility Planning Process

A. <u>Preliminary Studies</u>	
1. Emergence of an idea and type of project	a. Does this require a macrospatial scale analysis to determine all facilities to be built on a territory and requiring a recreation development plan OR a microspatial scale analysis for the development of one facility and requiring either a feasibility study, a development study or a study for the enhancement or change in use of an existing space or facility?
2. Creation of a working committee	a. The role of this committee is to represent, supervise, report, validate and make decisions. In addition to the project sponsor, it usually includes the following individuals: <ul style="list-style-type: none"> - recreation program specialist - potential user - financial consultant - community member - recreation facility manager - engineering consultant.
3. Project goals	a. Project description b. Goals of the project (macrospatial) c. Positioning of the project within its environment (geographical region, sponsor, planner and target population) d. Goals of the study (microspatial)
4. Data collection method	a. Implementation of a support system (who does what?) b. Exploratory data collection c. Development of a tailor-made methodology based on the following elements: <ul style="list-style-type: none"> - the system - the physical environment - human and behavioural elements - organizational factors - political and legal factors - economic factors d. Approval of the methodology

5. Data collection and aggregation	
B. Development Program	
1. Development of a concept based on physical, organizational, financial, operational and activity requirements	
2. Design of a development program which describes the final project's broad guidelines in a succinct and orderly fashion	
C. Postprogram Functions	
1. Execution of the project, i.e. implementation of the plan or construction of a facility	
2. Evaluation of the process	

I. Recreation Program Development Process

1. Consider the organization's vision and mission.	The recreation activities that are organized must reflect the values and goals of the organization. The vision and mission usually translate the organization's purpose.
2. Assess needed activities.	Needs can result from a demand expressed by the public, a gap in the offer (compared to a neighbouring community) or an existing standard.
3. Plan and design the program.	In light of the organization's vision and mission and identified needs, the objectives of the proposed program or activity are defined. The format of the program (i.e. activity, league, special event, class, club, etc.) and its components are subsequently developed: budget, physical environment, policies and procedures, equipment requirements, risk management, staffing, scheduling, format, participant-staff interaction and life cycle.
4. Preprogram functions	Registration fees are determined, the event is promoted and registration is completed.
5. Implement the program.	The program or activity is offered.
6. Formative evaluation	The program or activity is evaluated based on its objectives in terms of number of participants, quality of the experience, revenues generated, etc.
7. Make adjustments or continue the program as is.	Adjustments are made in light of the formative evaluation.
8. Summative evaluation	The program or activity is evaluated after its conclusion, based on its objectives.

