



Recreation Services Master Plan



EAST HANTS

OCTOBER 2019



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Executive Summary

The East Hants Recreation Services Master Plan is a working document that offers strategic direction to Council and Municipal staff on future decisions pertaining to recreation services within the Municipality. The purpose of this plan is to identify and address issues in recreation service delivery, infrastructure and volunteerism, and offer recommendations to Council for the future development and provision of Municipal recreation services over the next five years.

According to the Canadian Parks and Recreation Association (CPRA), “recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community well-being” (*A Framework for Recreation in Canada 2015*). To support residents of East Hants in the pursuit of recreation experiences and their subsequent health benefits, this Master Plan focuses on three goals:

- Recreation For All
- Communication & Collaboration
- Building Community Capacity

The population of East Hants is growing rapidly and aging slowly. With this changing population, the recreation needs and habits of the citizenry will change. As individuals age, their preferences favour unstructured recreation experiences including walking, hiking, and gardening. However, with lower-than-average levels of physical activity in East Hants, residents may become more susceptible to chronic illness and disease resulting from sedentary lifestyles (2.3).

To ensure that the habits and priorities of residents were accurately represented in the Master Plan, Municipal staff conducted a 4-stage community engagement initiative: **1) previous engagement review; 2) roundtable stakeholder meetings; 3) recreation survey, and; 4) open house engagements.**

Challenges and priority needs were identified during the 4-step community engagement initiative. The results were categorized into three overarching themes:

| Service Delivery (section 4) | Infrastructure (section 5) | Volunteerism (section 6) |
|--|---|---|
| » Consistent, quality programs | » Improved coordination for community use | » Declining rates of volunteerism |
| » Improved communication between Municipality and recreation providers | » High costs associated with updating community-owned buildings | » Substantial time-commitment of volunteers |
| » Improved communication between recreation providers | » Issues with accessibility of buildings | » Assistance with volunteer board training |
| » Promotion of existing recreation opportunities | » Lack of awareness of facilities | » Volunteer recruitment and support |

Initiatives will be formed under the following four strategic directions:

- » Ensure appropriate, equitable and impactful recreation programs and opportunities are provided in East Hants
- » Enable residents to be aware of and engaged in recreation opportunities
- » Optimize current and future investment in recreation facilities
- » Build capacity in the recreation community

The Master Plan steers the Municipality towards a more formal collaborative role in the provision of recreation programming, infrastructure, and in the support of our strong and dedicated community volunteers.

Acronyms

| | |
|-------------|--|
| AT | Active Transportation |
| CPRA | Canadian Parks & Recreation Association |
| CU | Community Use zone |
| DRF | District Recreation Fund |
| IU | Institutional Use zone |
| JUA | Joint Use Agreement |
| MPAL | Municipal Physical Activity Leadership Program |
| NFP | Not-for-Profit |
| OS | Open Space |
| PA | Physical Activity |

Definitions

Community Development

The process through which members of a community collaborate with each other to identify common problems and offer solutions. Social, psychological, economic, and environmental well-being of a community often results from these types of collective, grassroots initiatives.

Inclusive

Meaningful participation while learning new skills, with every participant accepted and supported by peers. Intentional design to reduce barriers to participation.

Municipal Physical Activity Leadership Program (MPAL)

Nova Scotia Department of Communities, Culture and Heritage partners with municipalities in this cost share program to implement comprehensive local physical activity plans intended to increase participation in health-enhancing physical activity.

Municipality

Non-capitalized municipality refers to the community contained within political boundaries which define East Hants. When capitalized, Municipality refers to the political body in charge of making decisions for the municipality, at large.

Not-for-Profit

Also referred to as 'nonprofit', these are groups/associations/organizations who provide a service to the community at-large without the objective of making financial gains.

Physical Literacy

The mastering of fundamental movement skills and fundamental sport skills that permit a child to read their environment and make appropriate decisions, allowing them to move confidently and with control in a wide range of physical activity situations. It also supports long-term participation and performance to the best of one's ability.¹

Play

To engage in a freely-chosen activity for personal enjoyment and recreational purposes rather than for a practical purpose.

Recreation

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community well-being.²

Recreation Amenities

A general term used to describe a wide range of spaces, places, and assets which provide individuals and/or groups with the opportunity to participate in either structured or unstructured recreation activities. Examples range from arenas and skate parks, to rivers, trails and lakes.

Recreation Facilities

More specific than *recreation amenities*, facilities are defined as formal structures that were built with the primary, or auxiliary, function of hosting/facilitating recreation activities. Examples include, but are not limited to: community halls, stadiums, rinks, gymnasiums.

Service Delivery

The framework of principles, standards, and practices through which a community receives services from a designated provider. For the purposes of this Master Plan, service delivery will refer to the network of recreation providers and partners.

Structured Recreation

Specifically referring to organized and/or facilitated group activities. Examples include, but are not limited to: sport, dance class, fitness class, and camps.

Unstructured Recreation

Also referred to as 'leisure', this is the type of activity that is chosen to occupy one's free time. Often based on a personal interest or hobby, unstructured recreation does not require the same organizational efforts as structured recreation.

¹ - Physical Literacy, What is Physical Literacy 2017 (physicalliteracy.ca)

² - CPRA, Framework for Recreation in Canada 2015



1. Master Plan Context

Established in 1879, the Municipality of East Hants is the amalgamation of the Townships of Uniacke, Rawdon, Douglas, Walton, Shubenacadie and Maitland. Covering just over 1,700 square kilometres, 22,453 residents of East Hants take pride in their communities and treasure the abundance of natural and developed recreation amenities.

1.1 What is Recreation?

Simply put...

“Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community well-being”

- A Framework for Recreation in Canada, 2015

1.2 Benefits of Recreation

Fundamental to any strong municipality is a strong sense of belonging. Recreation and leisure activities enable citizens to engage with their community, and fellow participants, in a fun and purposeful manner. In 2015, the Canadian Parks and Recreation Association released *A Framework for Recreation in Canada*. The Province of Nova Scotia released the *Shared Strategy for Advancing Recreation in Nova Scotia* which completely aligns to the National Framework, and has the following five goals:



Goal 1: Active Living

To foster active, healthy living through recreation.



Goal 2: Inclusion and Access

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



Goal 3: Connecting People and Nature

To help people connect to nature through recreation.



Goal 4: Supportive Environments

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



Goal 5: Recreation Capacity

To ensure the continued growth and sustainability of the recreation field.

In keeping with both the National Framework and *Shared Strategy for Advancing Recreation in Nova Scotia*, this Master Plan will provide guidance to Council, staff, and residents in order to develop active residents, healthy places, and strong, inclusive communities in East Hants:



Source: Province of Nova Scotia, *Shared Strategy for Advancing Recreation in Nova Scotia* (2015)

Within the National Framework and *Shared Strategy for Advancing Recreation in Nova Scotia*, Goal 2 is around Inclusion and Access, specifically around increasing inclusion and access to recreation for populations that face constraints to participation. This Master Plan will highlight the importance of creating recreation opportunities that are accessible and inclusive to all populations throughout East Hants.

Finally, the Master Plan will also align with Let's Get Moving Nova Scotia's focus on increasing physical activity and lowering sedentary lifestyles. The plan released in 2018, calls for partnerships with the public sector to help increase movement and emphasizes less structured activity.

Dependence on technologies including the car and computer have resulted in increasingly sedentary lifestyles of individuals from all walks of life. According to a recent publication from the World Health Organization (WHO), these sedentary behaviours are associated with an increased risk of developing cardiovascular disease (CVD), breast cancer, colon cancer, depression, osteoporosis, and lower back pain⁴.

1.3 Purpose

The Municipality and its many service delivery partners recognize both the importance of providing recreation to all citizens, and the particular challenges facing rural communities in providing those services. Through community outreach and collaboration, this Recreation Services Master Plan will guide and support future recreation goals and opportunities to ensure that all residents of East Hants can continue to enjoy an active and engaged lifestyle.

This Master Plan shall be referred to for recreation related services and programming decisions in East Hants over the next five years.

1.4 Recreation Vision Statement

East Hants is an engaged Municipality where residents are active for life. East Hants is a place where all residents are able to access and participate in a wide variety of recreation opportunities.

1.5 Master Plan Goals

This plan proposes the following goals to inform the development and management of the recreation service delivery network and facilities in East Hants. These goals were developed based on meeting with key recreation stakeholders, a recreation needs assessment survey, policy gap analysis, and best practices.

Table 1.1 Master Plan Goals

Recreation for All: Safe, inclusive and creative recreation activities available for all East Hants residents



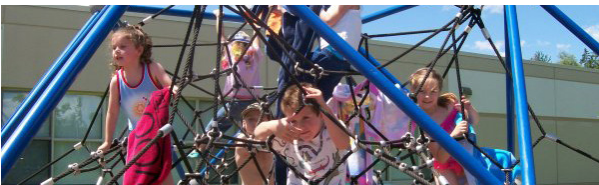
Every resident of East Hants has access to and can participate in inclusive structured and unstructure recreation activities. Through participation in recreation activities, residents of East Hants can, and will, develop a strong level of physical literacy and social well-being. The long-term benefits of recreation and leisure activities will situate East Hants as a leader for inclusion and accessibility.

Communication and Collaboration: Connect the community to innovate, work and learn together



East Hants has a long history of dedicated not-for-profit community groups that organize and deliver recreation and culture programming. By increasing communication and collaboration between mutual recreation community groups and with the Municipality, the recreation sector within East Hants will be better positioned to provide forward-thinking, community-driven solutions.

Build Community Capacity: Support and empower community groups



Volunteers form the backbone of recreation services in East Hants. Building on the foundation of existing efforts and best practices in community development, East Hants can strengthen and equip not-for-profit recreation partners to effectively advance their missions, ultimately enhancing the quality of recreation services to East Hants residents.

1.6 Master Plan Strategic Directions

This plan proposes the following strategic directions to help build the plan’s implementation to align with the master plan goals. Similar to the Master Plan Goals, these strategic directions were developed after meetings with key recreation stakeholders, recreation needs assessment survey and best practices. Initiatives will be formed under each of these strategic directions.

- » Ensure appropriate, equitable and impactful recreation programs and opportunities are provided in East Hants
- » Enable residents to be aware of and engaged in recreation opportunities
- » Optimize current and future investment in recreation facilities
- » Build capacity in the recreation community



2. Municipal Context

2.1 Community Profile

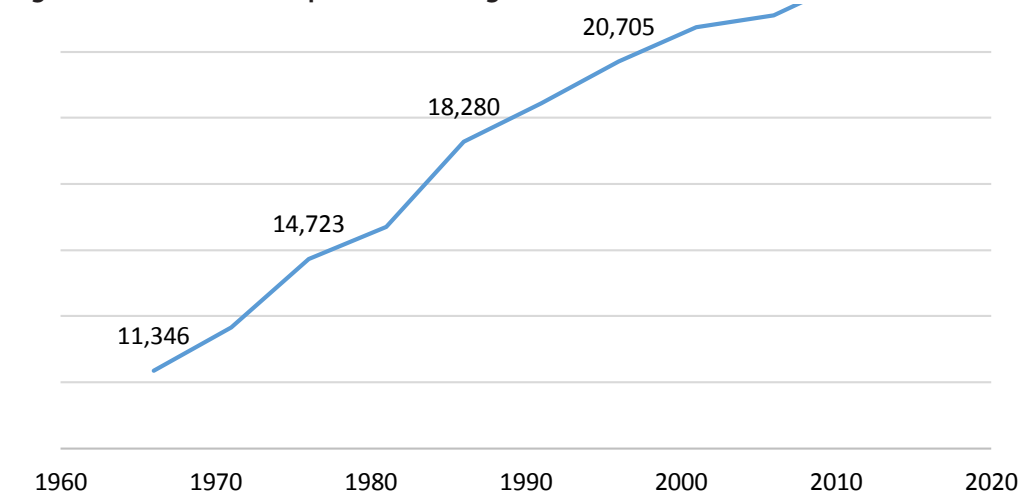
The population of East Hants is growing steadily and aging slowly. Between 2011 and 2016, the population increased from 23,195 to 23,542, at a rate more than seven times greater than the provincial growth rate (Table 2.1). The largest growth in East Hants is occurring in the Corridor region, followed by Mount Uniacke/Rawdon. The Shore/Central region is experiencing negative growth - or population decline.

The relatively high growth rate in East Hants may be attributed to its desirable rural setting in close proximity to Halifax. A large portion (59%) of residents leave East Hants each day for work, with an average commute of 52 minutes. This commuting time is significantly higher than in Colchester and Kings Counties (both ~30 minutes) that may see more residents commuting to the central towns (i.e. Truro, Kentville, Windsor).

Table 2.1 Growth Rates

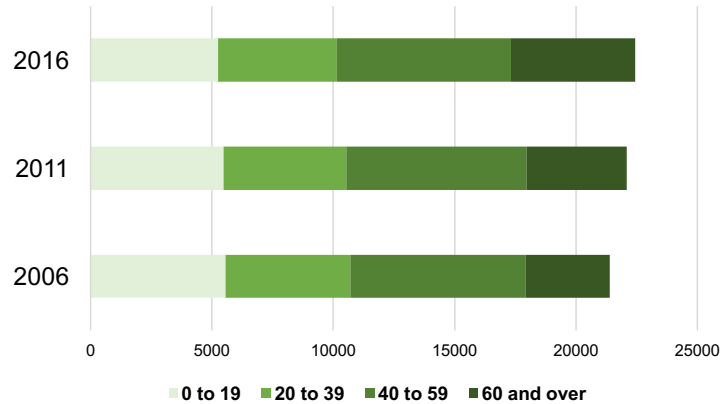
| | East Hants | Nova Scotia |
|----------------|-------------------------|--------------------------|
| Growth Rate | +1.5 % | +0.2% |
| Median Age | 41.1 years | 43.5 years |
| Largest Cohort | 50-54 year olds (1,915) | 55-59 year olds (79,505) |

Figure 2.1 East Hants Population Change from 1966-2016



Source: Statistics Canada, 2016 Census of Canada (2017)

Figure 2.2 East Hants Cohort Trends



While the median age in East Hants (41.1 years) is lower than the provincial median (43.5 years), the population will continue to age. The increase in the amount of seniors (65+) in East Hants between 2011 and 2016 may be attributed, in part, to the increase in available seniors housing.

As the number of individuals over the age of 65 increases, the recreation needs and preferences of residents will evolve. According to Canada’s General Social Survey (2010), older individuals are more inclined to participate in unstructured, individual recreation and leisure activities including walking, hiking, and gardening.



While the population of older adults and seniors continues to rise, the population of youth in East Hants has also increased. However, the majority of youth reside in the Corridor region, and with the small and decreasing population of children and youth in the rural areas of East Hants, the municipality has seen the closure of numerous public schools that also serve as recreation facilities. Should this trend continue, families with children and youth need to travel further to access recreation and leisure facilities.

To understand the varied growth within East Hants, it is useful to break down the municipality into three regions:

- Shore / Central
- Corridor
- Mount Uniacke / Rawdon

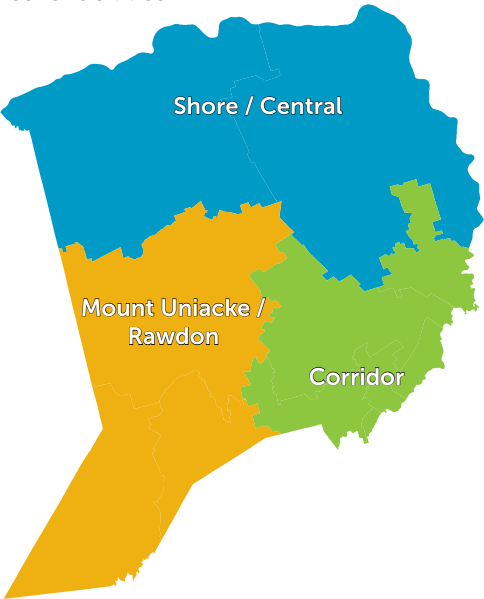
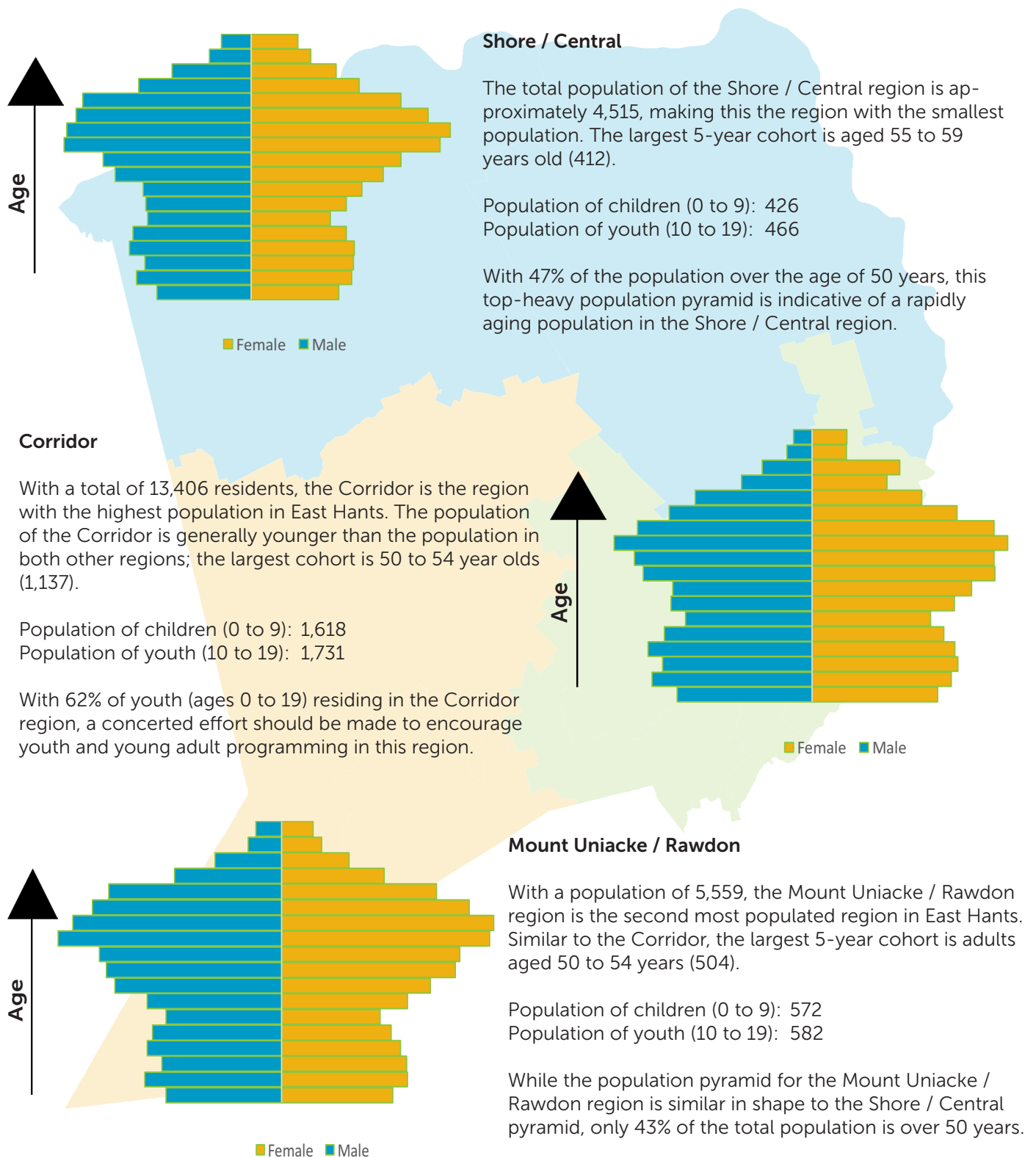


Figure 2.3 Region Population Pyramids per 5-year Cohorts



Source: Statistics Canada, 2016 Census of Canada (2017)

East Hants Recreation Services Master Plan

Table 2.2 Cohort Populations by Region

| Shore/Central | | | Corridor | | | Mt Uniacke/Rawdon | | |
|---------------|--------------|--------------|--------------|--------------|--------------|-------------------|--------------|--------------|
| Cohort | Male | Female | Cohort | Male | Female | Cohort | Male | Female |
| 0 to 4 | 101 | 94 | 0 to 4 | 390 | 363 | 0 to 4 | 135 | 130 |
| 5 to 9 | 123 | 108 | 5 to 9 | 462 | 403 | 5 to 9 | 160 | 147 |
| 10 to 14 | 114 | 110 | 10 to 14 | 432 | 421 | 10 to 14 | 140 | 146 |
| 15 to 19 | 131 | 111 | 15 to 19 | 473 | 413 | 15 to 19 | 157 | 139 |
| 20 to 24 | 127 | 102 | 20 to 24 | 427 | 381 | 20 to 24 | 151 | 128 |
| 25 to 29 | 111 | 85 | 25 to 29 | 365 | 343 | 25 to 29 | 135 | 115 |
| 30 to 34 | 113 | 102 | 30 to 34 | 407 | 411 | 30 to 34 | 157 | 147 |
| 35 to 39 | 116 | 119 | 35 to 39 | 402 | 461 | 35 to 39 | 195 | 174 |
| 40 to 44 | 146 | 142 | 40 to 44 | 487 | 529 | 40 to 44 | 205 | 203 |
| 45 to 49 | 159 | 161 | 45 to 49 | 513 | 526 | 45 to 49 | 213 | 208 |
| 50 to 54 | 201 | 203 | 50 to 54 | 572 | 565 | 50 to 54 | 261 | 243 |
| 55 to 59 | 198 | 214 | 55 to 59 | 504 | 526 | 55 to 59 | 244 | 248 |
| 60 to 64 | 188 | 190 | 60 to 64 | 413 | 419 | 60 to 64 | 221 | 219 |
| 65 to 69 | 181 | 161 | 65 to 69 | 337 | 317 | 65 to 69 | 202 | 181 |
| 70 to 74 | 121 | 116 | 70 to 74 | 204 | 216 | 70 to 74 | 125 | 120 |
| 75 to 79 | 85 | 91 | 75 to 79 | 144 | 253 | 75 to 79 | 78 | 79 |
| 80 to 84 | 45 | 64 | 80 to 84 | 73 | 100 | 80 to 84 | 39 | 47 |
| 85+ | 32 | 50 | 85+ | 53 | 101 | 85+ | 30 | 37 |
| Total | 2,292 | 2,223 | Total | 6,658 | 6,748 | Total | 2,848 | 2,711 |

2.2 Recreation Trends

With the exception of 2007 and 2009, physical activity trends in the East Hants/Colchester/Cumberland area have lagged behind both the national and provincial participation rates. In 2014, only 52.1% of residents in East Hants reported being moderately active or active during their leisure time.

With these lower than average rates of physical activity, residents of East Hants may be more susceptible to developing chronic illness or diseases including diabetes, high blood pressure or cardio vascular disease. In order to help the Municipality combat these negative trends, it is critical to understand general recreation habits and preferences.

Table 2.3. Physical Activity Rates (%)

| | 2003 | 2005 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|------|------|------|------|------|------|------|------|------|------|
| <i>East Hants, Colchester, Cumberland</i> | 48.1 | 44.8 | 49.9 | 40.8 | 52.6 | 47.8 | 46.9 | 52.5 | 46.6 | 52.1 |
| <i>Nova Scotia</i> | 48.7 | 49.2 | 48.8 | 48.4 | 51.8 | 53.4 | 53.7 | 53.9 | 55.8 | 52.4 |
| <i>Canada</i> | 51.8 | 52.2 | 50.4 | 50.6 | 52.5 | 52.1 | 53.8 | 53.9 | 55.2 | 53.7 |

Source: Statistics Canada, Canadian Community Health Survey (2016)

Between 2014 and 2016, the Province of Nova Scotia conducted a *Physical Activity Community Survey*, in which data was collected pertaining to physical activity habits and preferences of 4,987 adults in various communities throughout the province.

The results of the survey highlight certain key trends in recreation behaviours and habits on both the local and provincial level:



Walking topped the list of most common physical activities in most communities across Nova Scotia.



The second most desired leisure activity among adults was swimming.



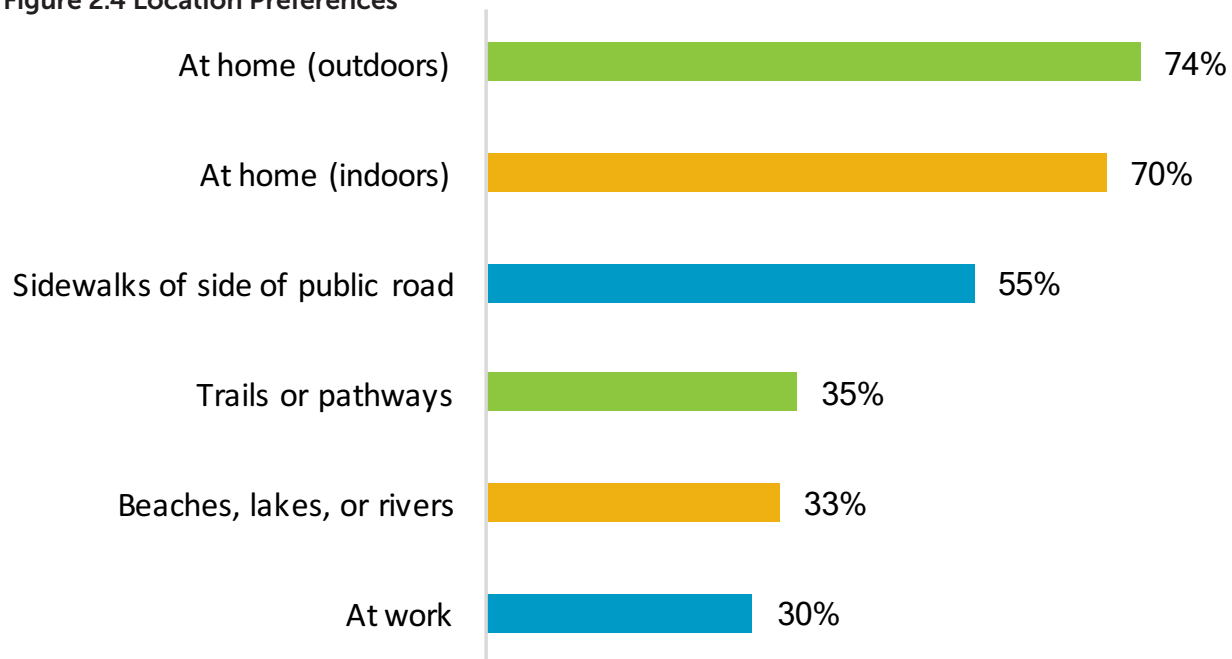
Bicycling takes third place for the most desired recreation activity in communities.

In recent years, the Municipality has initiated a number of projects to adapt to these evolving recreation trends. These projects include the development of the **Active Transportation Network** and the construction of the new **East Hants Aquatics Centre** to open in 2019.

In terms of location preference, Nova Scotians tend to favour leisure activities based out of homes - with a slightly higher preference for outdoor activity.

Other preferable locations included 'parks, green spaces, or campgrounds' (24%); 'fitness clubs or studios' (13%); 'arenas' (12%); and 'multipurpose recreation centres' (10%).

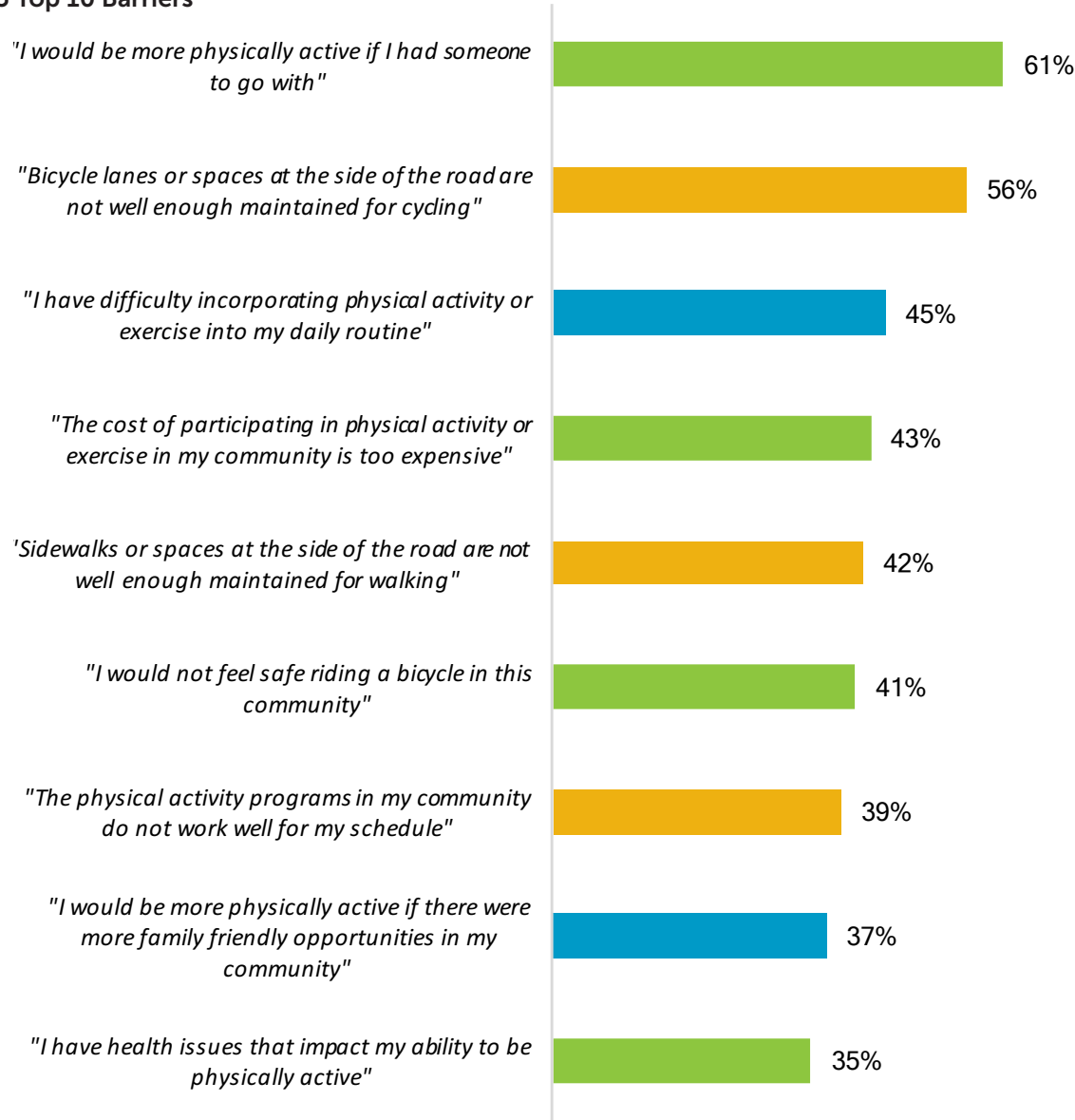
Figure 2.4 Location Preferences



When respondents were asked what would increase their physical activity levels, the top 8 options were:

- 1. More opportunities to participate in drop-in sport and recreation activities i.e. public skating
- 2. More non-competitive or recreational opportunities i.e. dance classes, fitness classes
- 3. More family-friendly spaces to participate
- 4. More programs for children with separate programming for caregivers nearby at the same time
- 5. More programs that involve the caregivers and children together
- 6. More common spaces to meet friends for activities
- 7. Organized physical activity groups, such as running groups, walking groups, or cycling groups
- 8. Connection to others through interactive websites where you can find out about opportunities

Figure 2.5 Top 10 Barriers



The way Nova Scotians participate in recreation is changing and preference for outdoor, unstructured recreation is on the rise. Along with the Active Transportation Network and the new East Hants Aquatics Centre, opportunities may be found in enhancing the quantity and quality of outdoor recreation facilities and infrastructure.

2.3 Health Trends

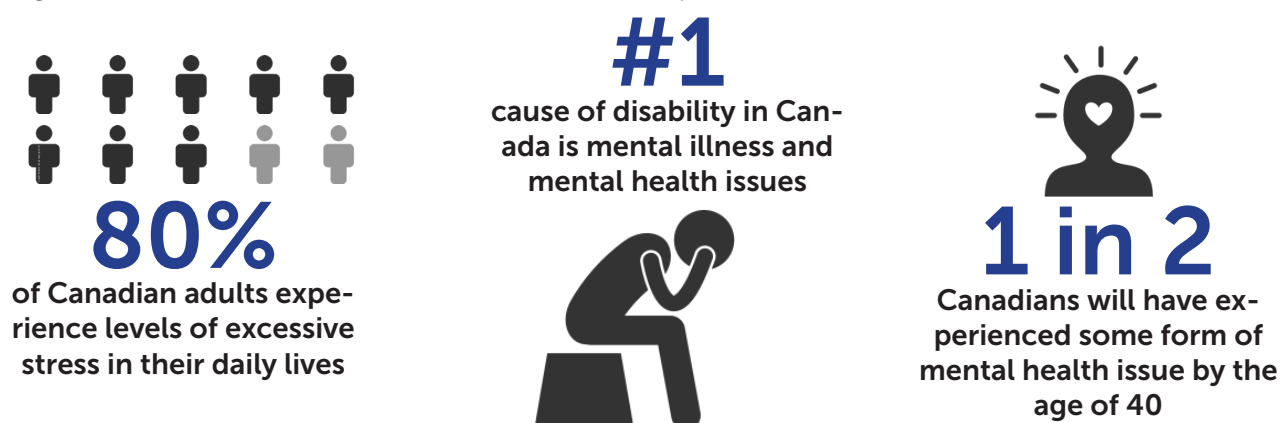
Every two years, Statistics Canada conducts a *Community Health Survey*. The purpose of this survey is to measure the general health of a population within a health region using a variety of variables. In the 2016 survey, East Hants showed a higher rate of overweight or obese youth than the provincial and national averages. The incidence of high blood pressure and mood disorders among residents of East Hants also exceeded both provincial and national trends.

Table 2.4 Selected Indicators of Health Compared to Provincial and National Trends

| | East Hants | Nova Scotia | Canada |
|-----------------------------|------------|-------------|--------|
| Overweight or Obese (Youth) | 38.5% | 38.0% | 24.5% |
| Overweight or Obese (Adult) | 57.5% | 67.5% | 61.9% |
| High Blood Pressure | 22.4% | 21.6% | 16.9% |
| Diabetes | 7.8% | 10.1% | 6.9% |
| Mood Disorder | 14.2% | 9.9% | 7.9% |
| Sense of Belonging | 70.6% | 76.4% | 68.0% |

Source: Statistics Canada, *Canadian Community Health Survey* (2016)

Recent statistics from the *Canadian Community Health Survey* (2016), suggest that the phenomenon of rising rates of mental illness or mood disorders is not unique to East Hants:



Studies have also shown that, while older adults and seniors are more actively involved in volunteer activities and other social engagements than younger adults and youth, they are more susceptible to the negative health effects of social isolation including depression and anxiety (Elliot et al 2014; Richard et al 2008). With a large, and growing population of older adults in East Hants, a concerted effort needs to be made to ensure that older adults and seniors are able to access and participate in recreation and leisure opportunities.

Structured and unstructured recreation activities have been shown to have the effect of lowering levels of life stress, increasing a sense of belonging within a community, and improving physical fitness. Therefore, an investment in recreation is really an investment in the health of a community.

2.4 Spending Trends

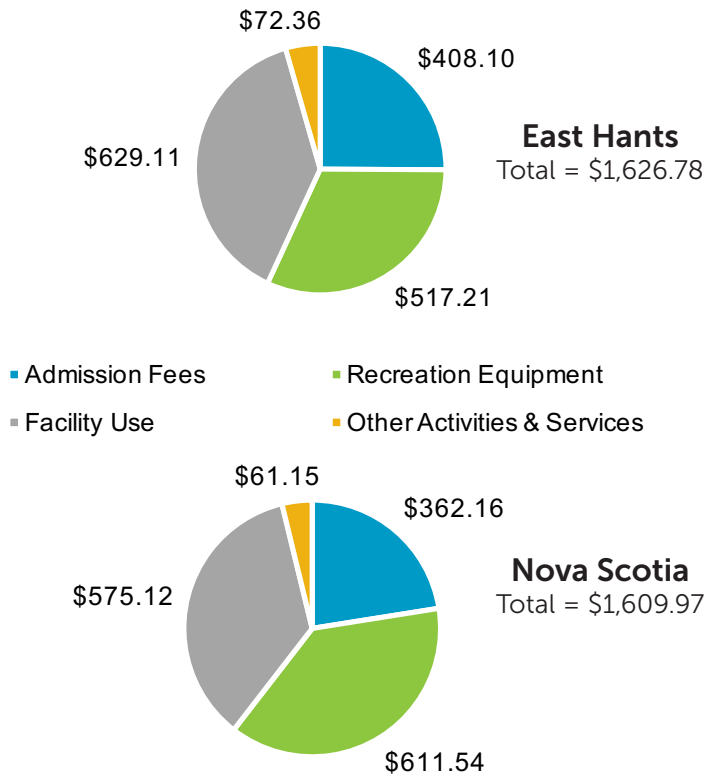
The average household in East Hants spent approximately **\$1,626.78** on recreation and associated services in 2016.

Recreation spending in East Hants is **1% higher than the provincial average**, with approximately 39% being spent on facility use and/or rentals. A possible explanation for this higher than expected spending on facility use/rental is the increasing trend towards pay-per-use recreation programs combined with the increased costs associated with the operation of large recreation facilities.

The second largest recreation-related expense is for recreation equipment. Recreation equipment includes either the rental or purchase of sporting equipment, toys, musical instruments, art supplies, and personal fitness machines.

Fees for live sporting and performing arts events, museums, zoos, and other recreational and cultural events and/or festivals comprise approximately 25% of total household recreation spending for residents of East Hants.

Figure 2.4 Individual Household Recreation Spending



Source: ESRI Business Analyst Online®, 2017

2.5 Relationship to Other Municipal Documents

| Document | Policy Goal | Recommendation |
|------------------------------------|---|---|
| Municipal Planning Strategy (2016) | A2 Plan Direction 1: Develop parks, open space and recreation facilities in a municipal and regional network. | Ensure that recreation and leisure facilities and amenities are equitably distributed throughout the municipality |
| | A2 Plan Direction 7: Protect and provide opportunities to enjoy East Hants’ natural beauty and rural character. | Encourage and support nature-based recreation initiatives and activities |
| | C2 Healthy Public Realm HR1 Healthy Neighbourhood Design Healthy Transportation Networks Healthy Natural Environment Healthy Food Systems Healthy Housing | Continue to build accessible pedestrian and active transportation networks throughout the municipality in order to connect residents with public facilities and amenities |
| | C4 Transportation TS2 | Ensure safe and consistent pedestrian and active transportation access to existing and future recreation facilities and open space amenities |

| Document | Policy Goal | Recommendation |
|--|--|--|
| Municipal Planning Strategy (2016) | C5 Parks, Open Space & Public Facilities OS1, OS2, OS3, OS20, OS22, OS23, OS24, OS25, OS26, OS27, OS29 | Identify current and future recreation facilities through CU zoning Encourage open space development in all communities by permitting open space uses under the CU zone Where possible, encourage provisional zoning for IU to ensure communities have adequate access to public facilities, including parks and recreation facilities |
| Land Use Bylaw (2016) | Part 9: Community Use Zone <i>Develop community-based facilities and institutions in designated zones to ensure the equitable distribution of associated services throughout the municipality.</i> | Ensure that all existing and future IU facilities meet the requirements set out in the LUB |
| Parks, Open Space & Active Transportation Master Plan (2017) | N/A | Connect parks, open spaces and active transportation to major residential and service centres Plan adaptable and multipurpose spaces for changing interests and abilities |
| Subdivision Bylaw (2016) | Section 13: Public Open Space | Ensure the transfer of culturally and historically significant land to the Municipality to provide for future recreation and open space uses |
| Active Transportation Needs Assessment (2014) | N/A | Consider widening the current AT route on Hwy 214 in order to increase safety for pedestrians, cyclists, and other AT users Prioritize safe AT routes at the overpass |
| Community Standards Bylaw (2014) | Section 5: Public Property & Parks 5.1 <i>The Municipality may post signs respecting the hours during which a Park is opened or closed or specifying an area in a park where specific activities are permitted, prohibited or restricted</i> 5.2 <i>The Municipality may cause to be erected any sign as it deems appropriate in any Park or on any trail including, but not excluding, interpretive, special event, and commemorative signage</i> | Encourage the use of public spaces, including parks, trails and other outdoor recreation amenities, by including and/or upgrading appropriate signage Promote the use of trails through the inclusion of interpretive signage |
| Community Goals Survey Summary Report (2014) | N/A | Adopt neighbourhood-level parks strategy as outlined in the Parks, Open Space and Active Transportation Master Plan Adopt AT standards as outlined in the Parks, Open Space and Active Transportation Master Plan |



3. Community Engagement

An in-depth community engagement initiative is critical to the planning process. In order to address current issues and future challenges facing recreation and leisure opportunities in East Hants, this plan relied on a four-stage community engagement approach.

**Step 1: Previous
Engagement Review**

**Step 2: Roundtable
Stakeholder Meetings**

**Step 3: East Hants
Recreation Survey**

**Step 4: Open House
Sessions**

3.1 Previous Engagement Review

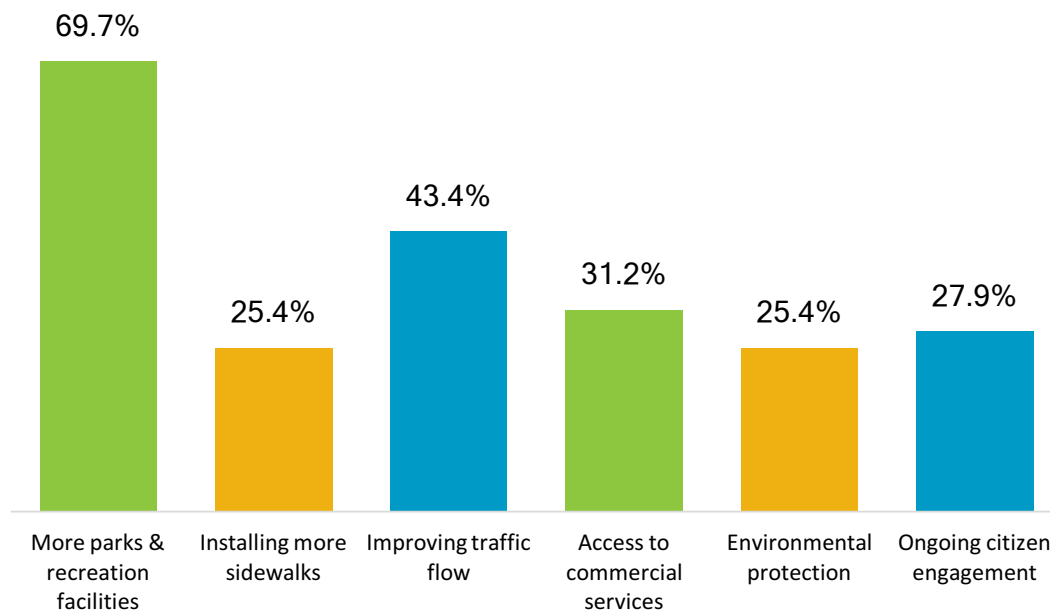
In previous years, the Municipality has conducted a number of surveys in order to assess and evaluate community needs and priorities. For the purposes of this Recreation Services Master Plan, questions and results were drawn primarily from the survey format.

Community Goals Survey (2014)

As part of the planning review process, the *Community Goals Survey (2014)* was one of the tools for the public to give feedback on what is important to them. The survey dealt with a number of different themes including commute times, perception of neighbourhood affordability, and preferences for parks and recreation facilities.

The survey questions that were most relevant to the Recreation Master Plan are shown below (question 6 & 10).

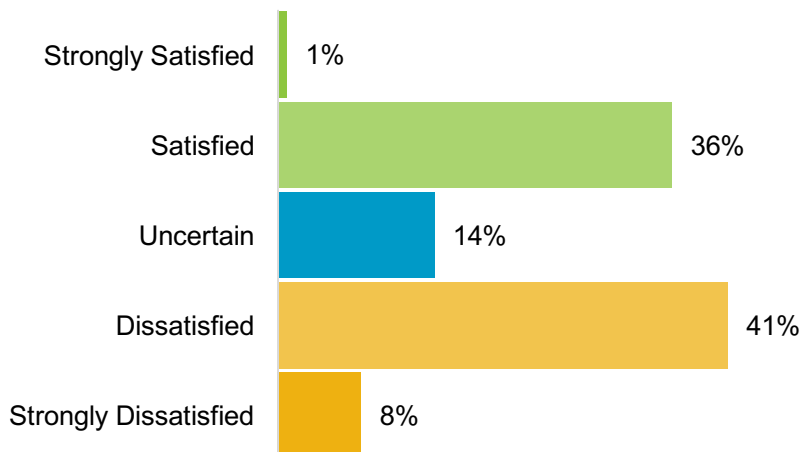
Question 6: What are your top 3 priorities for improving your neighbourhood?



The responses to question 6 indicate that the residents of East Hants would like to see the development of more parks and other kinds of recreation facilities.

In the comments section for question 6, participants noted the need to update and/or upgrade existing facilities.

Question 10: How satisfied are you with the recreation opportunities in your community?



Results from question 10 illustrate the general dissatisfaction with the availability of recreation and leisure opportunities in East Hants.

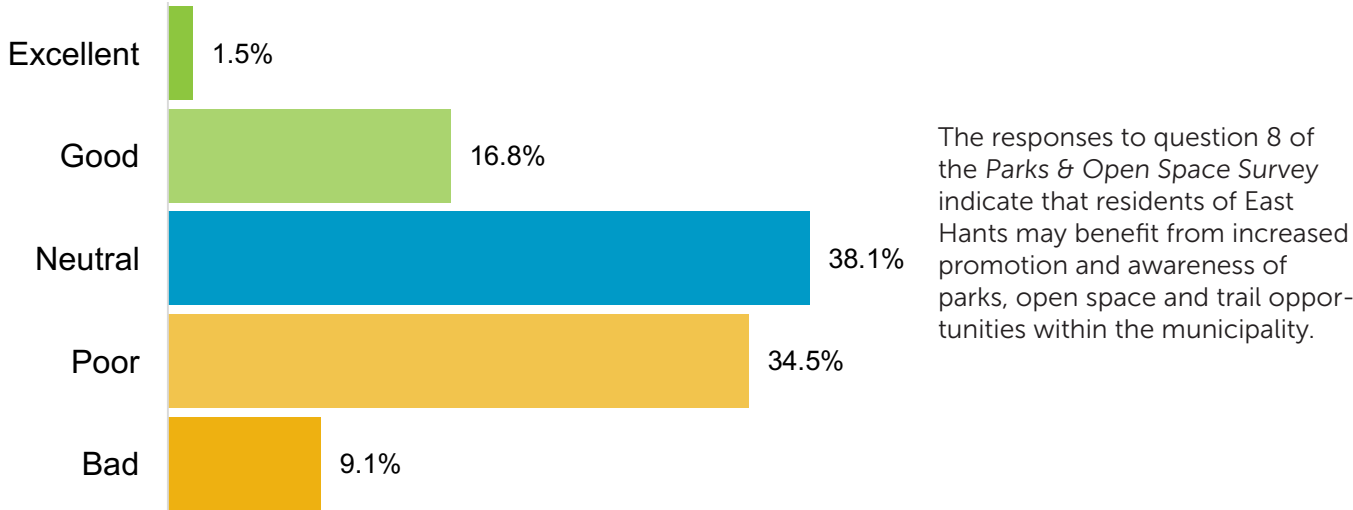
The results from the *Community Goals Survey* suggest that there is significant room for improvement in terms of the **both** quality and availability of recreation facilities and programs.

East Hants Recreation Services Master Plan

Parks & Open Space Survey (2016)

While this survey was conducted with the intention to inform the development of the Parks, Open Space and Active Transportation Master Plan, question 8 has implications for the Recreation Master Plan.

Question 8. How do you feel about East Hants’ information regarding parks, open space and trails?



3.2 Roundtable Stakeholder Meetings

Over the course of 9 weeks spanning from May to July 2017, staff from the department of Parks, Recreation and Culture conducted a series of 21 roundtable meetings with various key recreation stakeholders. The purpose of these roundtable meetings was to better understand the service delivery network for recreation programming in East Hants, while identifying specific challenges and opportunities for improvement in the delivery of recreation and programming.

These stakeholders were identified after extensive background research and preliminary discussions with local municipal staff. In the selection of the stakeholders, an attempt was made to ensure they were representative of the large geographic area of East Hants. However - it should be noted that since the majority of the population resides within the Corridor region (i.e. Elmsdale, Enfield, Lantz, Milford, Shubenacadie), a large portion of the meetings were conducted with groups located - or based out of - the Corridor.

The stakeholders can be characterized as follows:

Facility Providers

These organizations are responsible for the everyday operation and maintenance of recreation-based facilities and/or amenities in East Hants. These include:

- Hants North Recreation & Development Association
- Milford Recreation Association
- Uniacke & District Volunteer Fire Department

Recreation Programmers

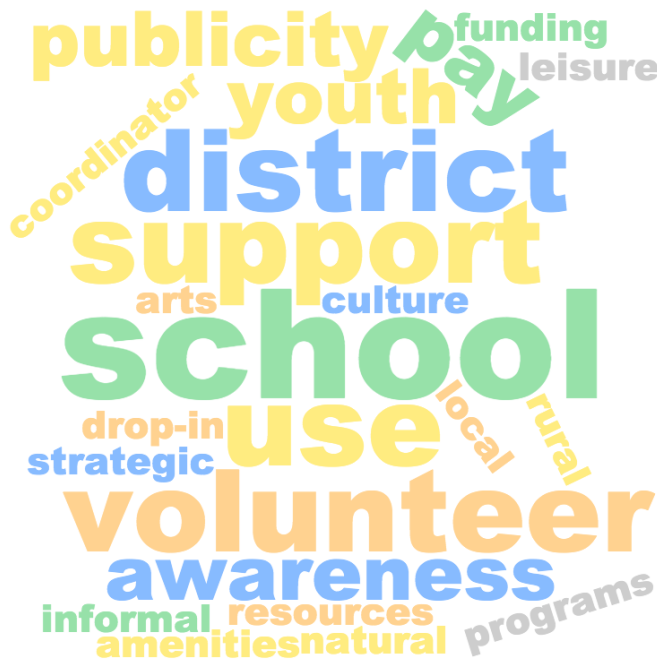
Organizations and associations that are primarily involved in the delivery of recreation programs. These include:

- East Hants Family Resource Centre
- Play4Kids
- Hants North Baseball Association

A number of volunteer fire departments throughout East Hants were invited to roundtable discussions. Since volunteer fire departments are generally uninvolved with direct recreation programming, these discussions were on the types of groups that rent their associated halls, and their general rental policies.

The roundtable meetings were structured as an informal conversation based upon a series of questions outlined in the roundtable meeting agenda (appendix I). Municipal staff took notes during the roundtable meetings. The discussions can be broken down into the following three categories:

Service Delivery



The first series of questions concerned the structure of their organization, and their method of delivering recreation programming and/or services.

The majority of recreation stakeholders were not directly involved in recreation programming, but they did still offer insights into key issues in the provision of programming and service delivery.

Lack of awareness of available facilities, lack of communication with the Municipality and Centres for Education, and low participation rates were the most cited issues. Stakeholders offered solutions including:

- 💡 **Developing a community recreation calendar**
- 💡 **Strategic funding to mitigate program redundancies**
- 💡 **More arts and culture programs**
- 💡 **Support from the Municipality**

Infrastructure



The second series of questions concerned the facilities and/or recreation amenities for which the organizations were responsible. With the exception of two groups, all of the recreation associations were responsible for (at least) one facility (i.e. park, community hall, field).

The underutilization of recreation facilities and infrastructure, and lack of awareness were the most frequently identified issues associated with community-owned recreation facilities in East Hants. Stakeholders offered the following solutions:

- 💡 **Information portal on municipal website**
- 💡 **Match community groups with facilities**
- 💡 **Strategic funding for upgrades**

Volunteerism



Finally, the stakeholders were asked a series of questions concerning the status of volunteerism within their association, and more generally throughout their communities.

Volunteer fatigue, the lack of time, and lack of volunteer appreciation were cited as major issues facing the NFP stakeholder groups.

The challenges associated with organizing and operating a volunteer recreation association could be mitigated through the following suggested strategies:

- 💡 Assistance with funding applications
- 💡 Board training & strategic planning
- 💡 Consistent contact with Municipality

The following key points were consistently identified during each of the stakeholder meetings.

Collaboration with Centres of Education



Programs for Non-Athletes



Scheduling to Minimize Conflicts



Awareness of Activities & Programs



Strategic & Equitable Funding



Keep Youth & Children Busy

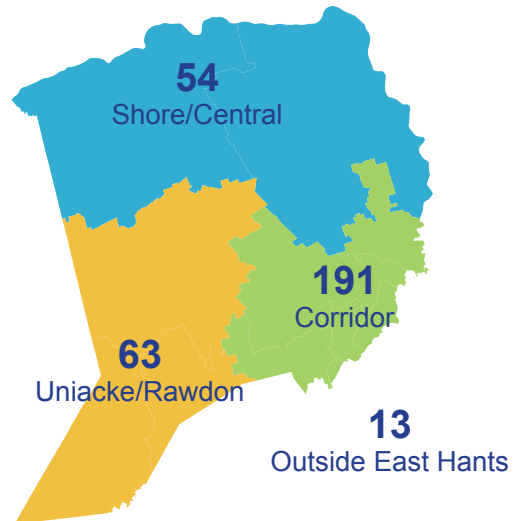
3.3 East Hants Recreation Survey (2017)

The East Hants Recreation Survey was created with a focus on the delivery of recreation services and programs throughout East Hants. The purpose of the survey was to understand changing recreation habits, and areas in which the Municipality needs to improve.

The East Hants Recreation Survey was available online between July 28th and August 14th, 2017.

The survey was advertised on the Municipal website, Active East Hants Facebook page, and with pamphlets dispersed in the Elmsdale Library.

321
Responses



7.2% of respondents have issues participating in and/or accessing recreation activities. The three most common issues are...

Physical Disability



Intellectual Disability

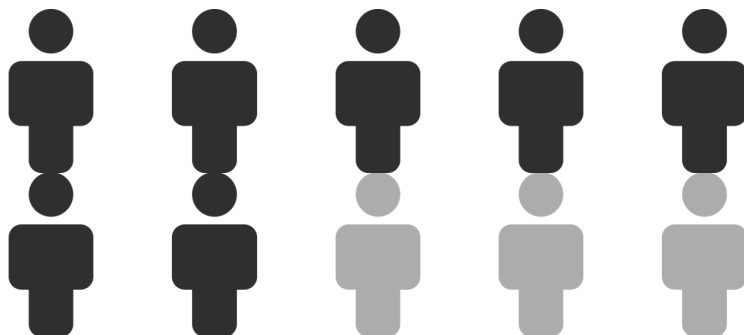


Poor Mental Health



Many of the respondents had multiple or compounding impairments that would limit their ability to participate in recreation and leisure activities.

7 in 10 residents of East Hants volunteer. Whether it is a one-time volunteer commitment at a community event, or sitting through hours of volunteer board meetings, residents of East Hants are actively engaged in their community.

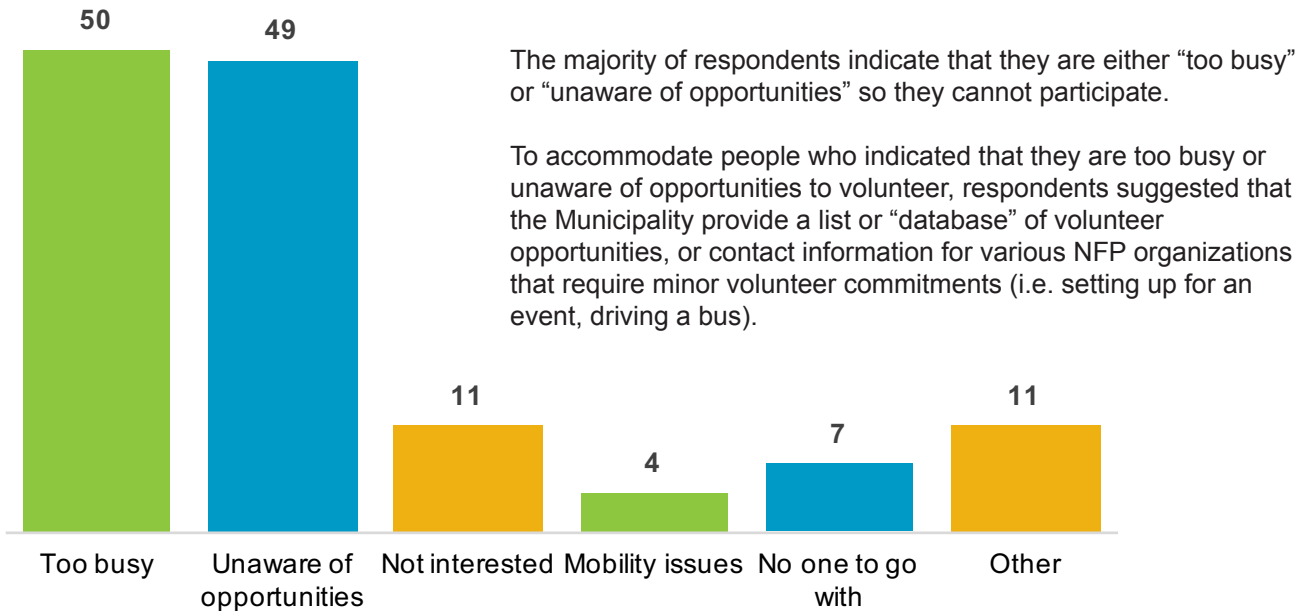


63% of volunteers contribute 2 hours, or less per week.

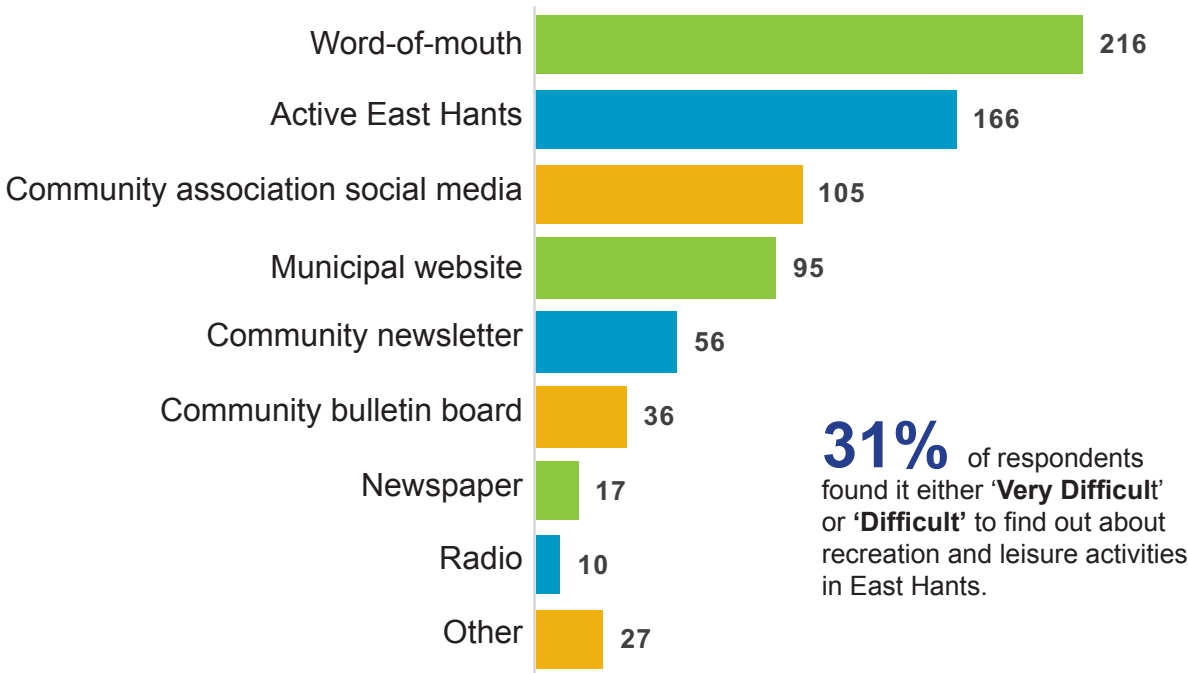
The majority of volunteer hours are completed by **2%** of respondents.

Barriers to Volunteering

Respondents who indicated that they do not volunteer in East Hants identified the main barriers preventing them from volunteering.

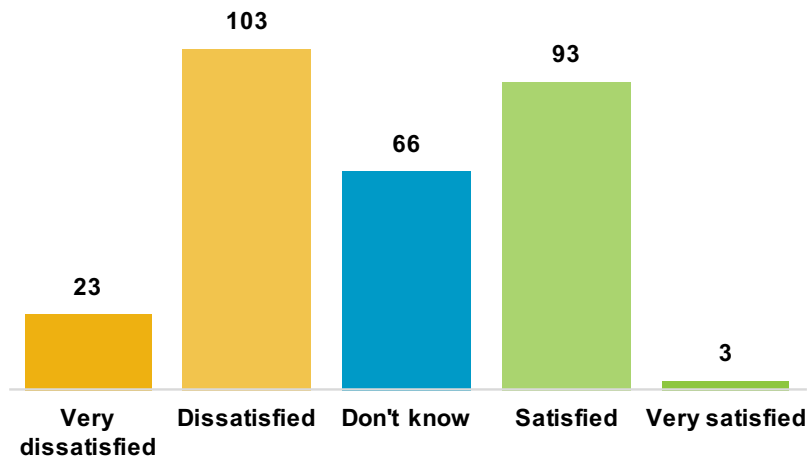


“How do you find out about recreation programs and activities in East Hants?”



Other responses included: East Hants Family Resource Centre, school newsletters, community-based social media accounts and the library.

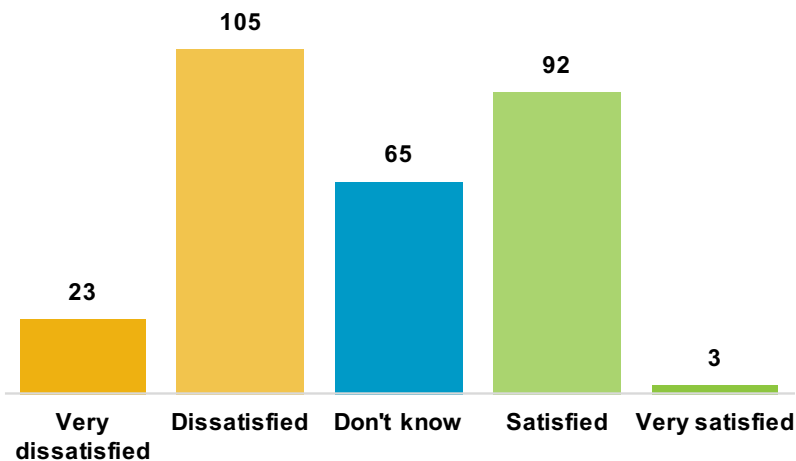
Variety of Programs & Activities



Most respondents (44%) indicated that they were either 'Very Dissatisfied' or 'Dissatisfied' with the variety of recreation programs and/or activities in East Hants.

Only 33% of respondents indicated that they are 'Satisfied' or 'Very Satisfied' with the variety of programs and activities available.

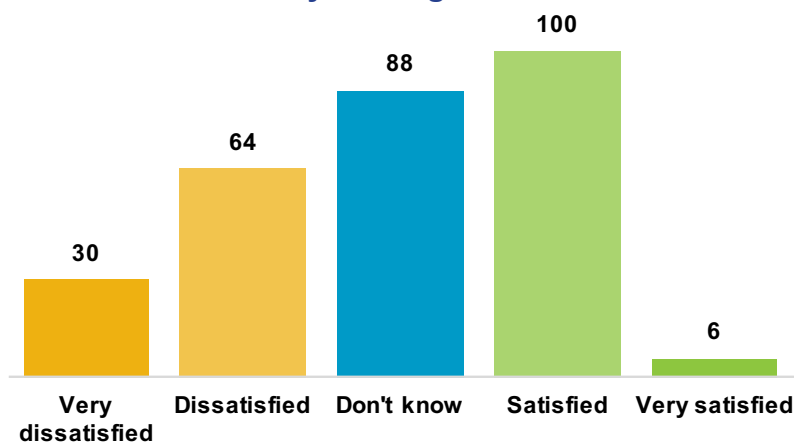
Availability of Programs & Activities



Most respondents (44%) indicated that they were either 'Very Dissatisfied' or 'Dissatisfied' with the availability of recreation programs and/or activities in East Hants.

33% of respondents were 'Satisfied' or 'Very Satisfied' with the availability of programs and activities.

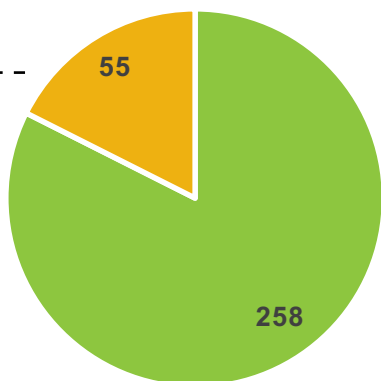
Affordability of Programs & Activities



Most respondents (37%) indicated that they were either 'Very Satisfied' or 'Satisfied' with the affordability of recreation programs and/or activities in East Hants.

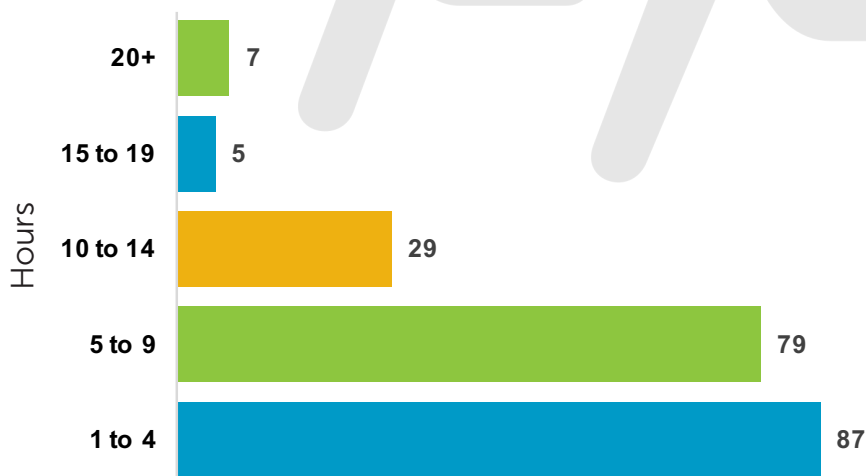
32% of respondents indicated that they were 'Very Dissatisfied', or 'Dissatisfied' with the affordability of programs and activities.

“Do you make time during the week to participate in recreation activities?”

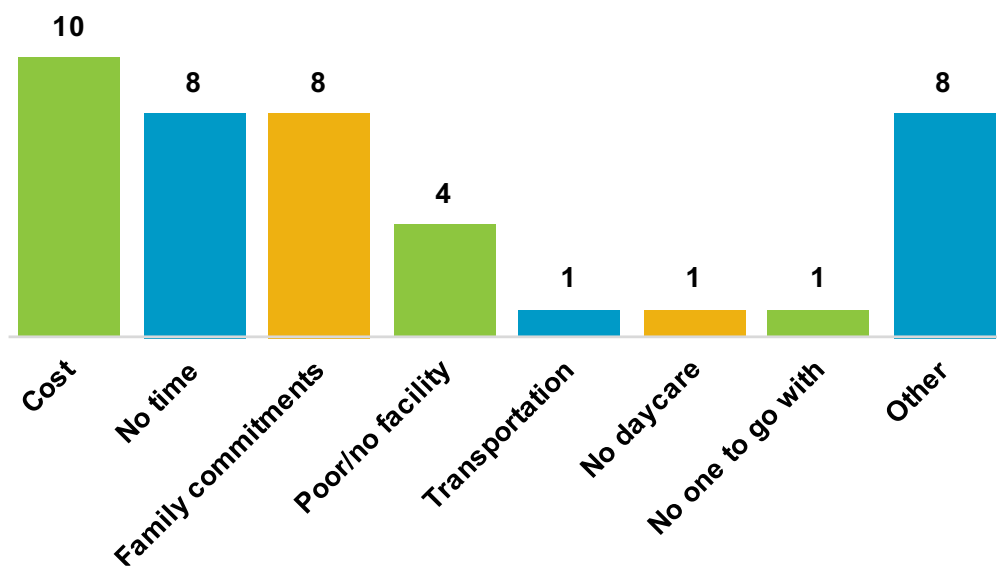


■ Yes ■ No

“If ‘yes’, approximately how many hours per week do you participate in recreational and leisure activities?”



“If ‘no’, what is the primary reason preventing you from participating in recreational and leisure activities during the week?”



The most **popular recreation activities** enjoyed by respondents were



1. Leisure Activities including walking, gardening and biking

2. Organized Sports including hockey and soccer



3. Fine Art & Textiles including pottery and painting

While the majority of respondents indicated that they travel 20 kilometres or less to access these activities...

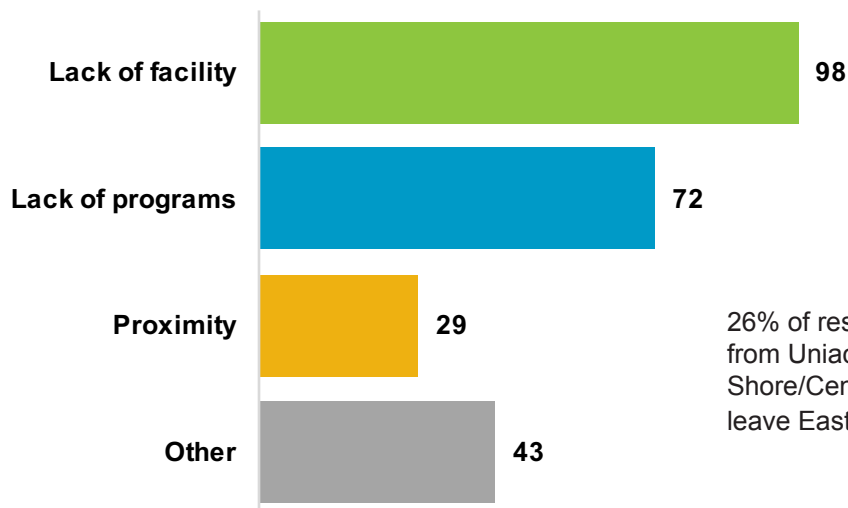
47%

of respondents must **travel over 20 km** to access their preferred recreation and/or leisure activities.

52%

of respondents must **leave East Hants** either '**Very Frequently**' or '**Frequently**' in order to access these recreation and/or leisure activities.

“Why do you leave East Hants for recreation programs and/or activities?”



26% of respondents from the Corridor; 44% from Uniacke/Rawdon, and; 37% from the Shore/Central region said that they regularly leave East Hants due to a **lack of facilities**.

“Which activities do you wish were more readily available for each age group?”

Top 3 for Infants
(0 to 5 years old)



Top 3 for Children
(6 to 12 years old)



Top 3 for Youth
(13 to 18 years old)



Top 3 for Young Adults
(19 to 39 years old)



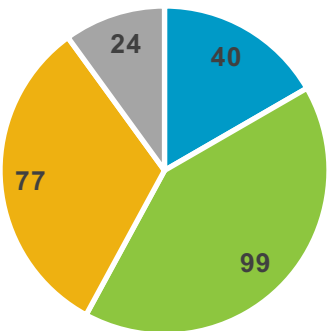
Top 3 for Adults
(40 to 64 years old)



Top 3 for Seniors
(65+ years old)



“Which of the following options do you support, or would you support, for the development of more recreation programming in East Hants?”



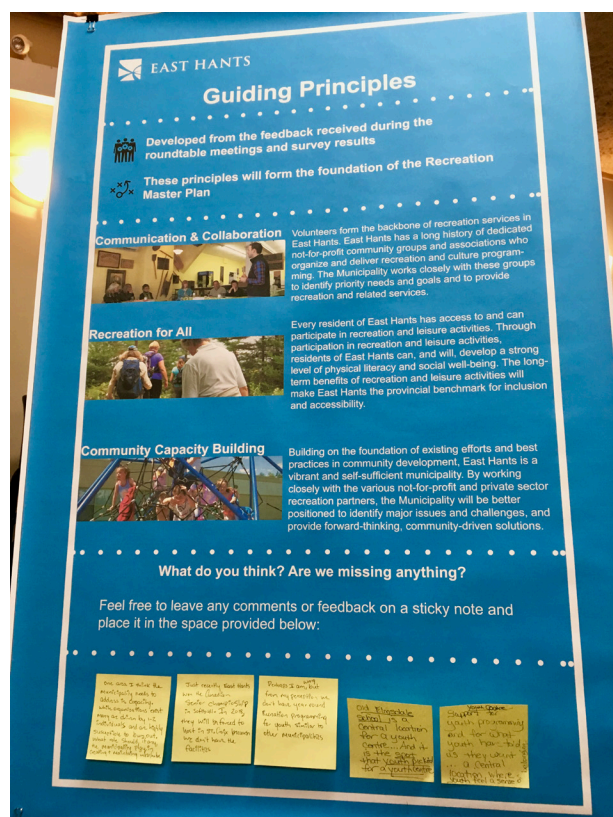
Those who responded with ‘other’, offered a variety of options:

- » Municipal subsidies
- » Pay-as-you-go
- » Fundraising
- » Partnerships with volunteer groups
- » Annual membership fees



3.4 Open House Engagements

For the final stage of community engagement, the Department of Parks, Recreation & Culture hosted three Open House sessions. The purpose of these sessions was to share the progress of the Recreation Services Master Plan with the public, and obtain more feedback, comments, and address any remaining concerns.



Format

Over the course of two hours, participants were encouraged to review five posters:

1. Community Profile
2. Health & Recreation Trends
3. Community Engagement Summary: Roundtable Stakeholder Meetings
4. Community Engagement Summary: East Hants Recreation Survey Results
5. Guiding Principles

During the Open House session, department staff were available to answer questions, and discuss issues with participants.

Sticky notes and pens were provided during these sessions so that participants could provide specific feedback on the presentation of information.

Location

Locations of the Open House events were determined based on background research, site visits, and through conversations with local Municipal staff.

To ensure equitable access to the Open House sessions throughout the Municipality, the following locations were chosen:

| Location | Time & Date |
|--|---|
| Kennetcook Volunteer Fire Department | September 18th, 2017 6:00pm - 8:00pm |
| Uniacke & District Volunteer Fire Department | September 20th, 2017 6:00pm - 8:00pm |
| Milford Recreation Association Hall | September 25th, 2017 6:00pm - 8:00pm |

Adverstising

Two weeks prior to the first Open House (September 18th, 2017), the Municipality released posted advertisements through *Lisa's Web* online community newsletter, the Municipal website, and the Active East Hants Facebook page.

East Hants Council was made aware of the dates and locations of the Open House sessions.

Exit Survey

Participants filled out exit surveys while leaving the Open House session.

Feedback Summary

Throughout the Open House sessions, the following were the overarching themes received as feedback:

- » Recreation programming needed beyond sports
- » Creation of volunteer database to link potential volunteers with organizations
- » Need for ongoing communication between the Municipality and community groups
- » Increase collaboration between the Municipality and community groups to provide recreation opportunities

Community Engagement Summary

1. There is need for more variety and availability of structured and unstructured recreation programs.
2. Communication needs to be improved between the Municipality, NFP groups and private recreation providers.
3. Up-to-date information on recreation, leisure, and volunteer opportunities in East Hants is needed.
4. Collaboration between facility operators and recreation providers is required.
5. Additional structured and unstructuredrecreation opportunities are needed for residents outside of the Corridor.
6. Potential volunteers are unable to find volunteer opportunities in East Hants.





4. Service Delivery

4.1 Current Service Delivery Model

Since no two communities within the Municipality of East Hants are alike, neither are their specific recreation needs. For this reason, the current partnership model that prioritizes community association involvement is most effective.

While the Municipality does provide some direct programming (i.e. swimming lessons, summer day camps), the majority of recreation services and programs are organized and facilitated by various NFP community groups. The majority of NFP community groups in East Hants are operated entirely by volunteer community members and require substantial time-commitment.

Table 4.1 Description of Current Recreation-Related Responsibilities

| Municipality of East Hants | Community Associations |
|--|---|
| Currently, the role of the Municipality in providing structured and unstructured recreation opportunities can be characterized under the following areas: | In East Hants, NFP community groups are primarily involved in the following areas: |
| <p>Operation & Management of Municipally Owned Recreation Facilities</p> <p>Direct Programming</p> <p>Community Events</p> <p>Municipal-Wide Recreation/Social Events</p> <p>Funding (i.e. District Recreation Fund)</p> <p>Promotion of structured and unstructured recreation opportunities through 'Active East Hants' (Facebook)</p> | <p>Operation & Management of Community Owned Recreation Facilities</p> <p>Direct Programming</p> <p>Community-Wide Recreation/Social Events</p> <p>Funding & Grant Applications</p> <p>Publicity & Promotion of Community Recreation Opportunities</p> <p>Volunteer Recruitment & Retention</p> |

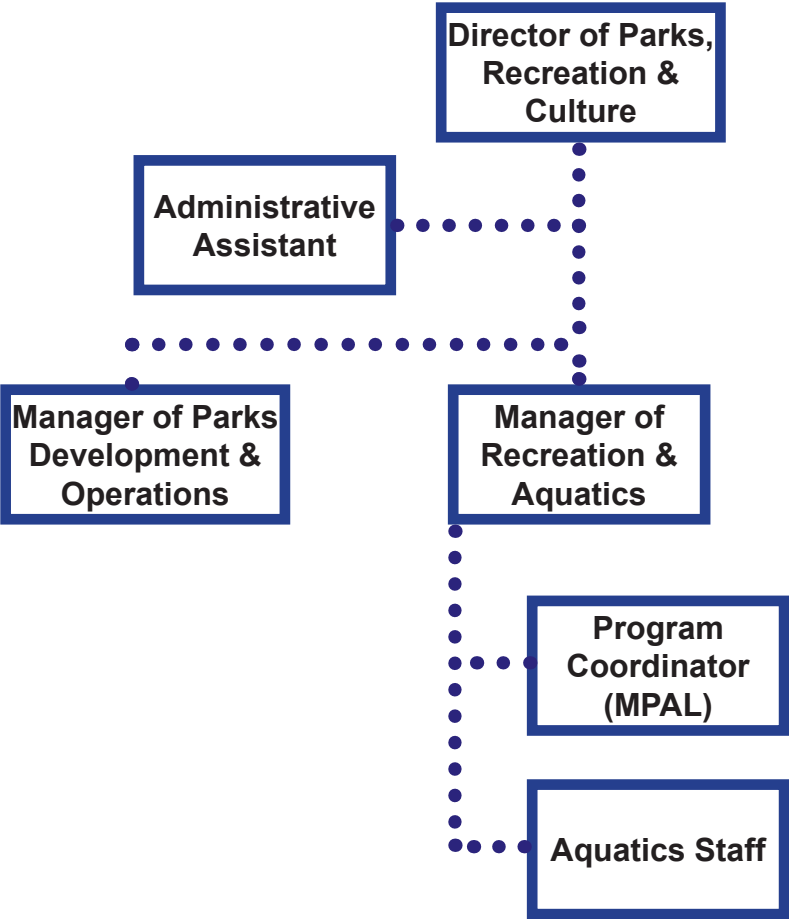
The primary role of the Municipality in the provision of recreation services is through community development: the process through which Municipal staff assist community members in the creation and delivery of their own recreation services. Currently, this support comes in the form of funding and grant assistance, and promotional efforts through the Active East Hants Facebook page.

4.2 Department Structure

Similar to comparable municipalities in Nova Scotia, the Department of Parks, Recreation and Culture in East Hants employs a Director and a Municipal Physical Activity Coordinator (MPAL). Parks, Recreation and Culture share an Administrative Assistant with the Planning and Development Department. The Administrative Assistant is shared between two departments. The Manager of Parks Development and Operations in East Hants is primarily involved in the daily functioning and maintenance of the many parks, trails and open space destinations within the municipality.

The Parks, Recreation and Culture department structure in East Hants is unique from most of the surrounding municipal departments in that it is inclusive of a Tourism Development Officer. This is important to note since many of the tourist destinations within East Hants serve the auxiliary function as recreation amenities (i.e. Shubenacadie River, Burntcoat Head Park). However, since the main function of the Tourism Officer in East Hants is the operation and promotion of Burntcoat Head Park, this plan will not include the role of Tourism Officer.

Figure 4.1 Department Structure



The position of Program Coordinator serves two functions in East Hants:

- 1) To organize and facilitate programming (i.e. summer day camps)
- 2) To coordinate with and support the many volunteer recreation organizations and associations in East Hants.

Essentially, the function of the MPAL is to work within the communities to help raise the levels of physical activity through unstructured and structured programming by providing support to community groups and associations which provide recreation, culture, and/or leisure opportunities to the community at large. Currently, the primary roles of the MPAL are to provide assistance in the application for funding, organizing and facilitating Municipal recreation programs (i.e. daycamps, weekend activities), and the maintenance of the Municipality’s Active East Hants Facebook page.

The department in East Hants is similar in structure to recreation departments in comparable municipalities. However, the department of Parks, Recreation and Culture in East Hants is larger than the departments in Annapolis County, Colchester County, Kings County, Lunenburg County, and West Hants.

The Municipality of East Hants differs from the other Municipalities since there are no towns within the municipal boundaries. The Municipality of Kings County has New Minas and Kentville while Colchester County has Truro. Each of these towns have their own, larger municipal recreation departments that provide a wide range of recreation and leisure services to the greater population; including residents from Kings County and Colchester County.

The following table illustrates the general department structures from comparable municipalities. The staffing numbers were obtained from the each individual municipal website.

Table 4.2 Comparison of Recreation Department Structure (2017)

| <i>Admin Position</i> | Annapolis County (3,184 km ²) | Colchester County (3,628 km ²) | Kings County (2,122 km ²) | Lunenburg County (2,907 km ²) | West Hants (1,244 km ²) | East Hants (1,786 km ²) |
|---|--|---|--|--|--|--|
| Director/Manager | 1 | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | | 1 | 1 | 0.3 |
| Communications/Events | 1 | | | | | |
| Municipal Physical Activity Leader | 1 | 1 | 1 | 2 | 1 | 1 |
| Parks/Open Space | | 1 | | 2 | 1 | 1 |
| Facilities | | | | | | 1 |
| Population Served | 18,252 | 36,091 | 47,404 | 24,683 | 15,368 | 22,453 |
| TOTAL STAFF | 4 | 4 | 2 | 6 | 4 | 4.3 |

East Hants has a long history of active and motivated volunteers who work tirelessly to support the municipalities' recreational, cultural, and leisure needs. Through an increased collaborative effort, the Municipality and the various volunteer community recreation organizations will be well-situated to address the evolving challenges facing rural recreation service delivery.

During the roundtable stakeholder meetings, desire for a communication liaison and a community development coordinator was noted. The designation of a dedicated recreation/community development coordinator would benefit the many NFP community groups in the following ways:



**Grant & funding
application assistance**



**NFP board training &
volunteer support**

Council invested in a Community Development Corrdinator in 2018/2019, which is not reflected in Table 4.2.

4.2.1 Municipal Spending

The Municipality of East Hants invests in recreation and leisure services. The table below compares spending per capita on recreation with other municipalities in Nova Scotia.

Table 4.3 Per Capita Recreation & Cultural Spending Breakdown (2017/18)

| Municipality (including Towns & Villages within borders) | Number of Towns/Villages within Borders | Population Served (2016) | Total Recreation & Culture Spending (2017/2018) | Per-Capita Recreation & Culture Spending (2017/2018) |
|---|---|-----------------------------|---|--|
| Annapolis | 2 | 20,591 | \$2,189,903 | \$105.35 |
| Colchester | 4 | 50,585 | \$11,754,813 | \$232.38 |
| Kings | 10 | 60,600 | \$5,009,897 | \$82.67 |
| Lunenburg | 7 | 47,126 | \$7,774,829 | \$164.98 |
| West Hants | 1 | 19,016 | \$1,819,366 | \$95.67 |
| East Hants | 0 | 22,453 | \$1,946,309 | \$86.68 |

Source: Government of Nova Scotia, 2018 Annual Report of Municipal Statistics

Compared with surrounding municipal districts, East Hants spends less on recreation per resident than their counterparts in Colchester County, Kings County and Lunenburg County. A major factor contributing to the relatively high expenditures in the counties of Colchester, Kings, and Lunenburg is that their service population is inclusive of the towns within their Municipal boundaries.

The residents of the counties of Annapolis, Colchester, Kings, Lunenburg and West Hants benefit from the added bonus of having townships residing within their borders that also contribute financially to local recreation facilities and programs that are shared between county residents and township residents. It is also important to note that not all towns or villages have their own separate recreation department.

When the overall spending within each county is divided by the total population (inclusive of townships within the boundaries), we can see that recreation spending per capita in East Hants is relatively small.

Since this data was published, East Hants has continually invested Parks, Recreation and Culture and increased spending. Also note, these figures do not include the East Hants Sportsplex, which is an independent not-for-profit recreation facility.

In the 2018/2019 fiscal year, the department of Parks, Recreation and Culture contributed approximately \$322,263 to various NFP community associations and organizations (figure 4.3). These grants were distributed in the form of community grants, beautification grants, and district recreation fund grants.

District recreation funds (DRF) have continued to be available to NFP community groups and associations that provide recreation and/or leisure opportunities in East Hants.

Figure 4.3 Grants, 2018/19

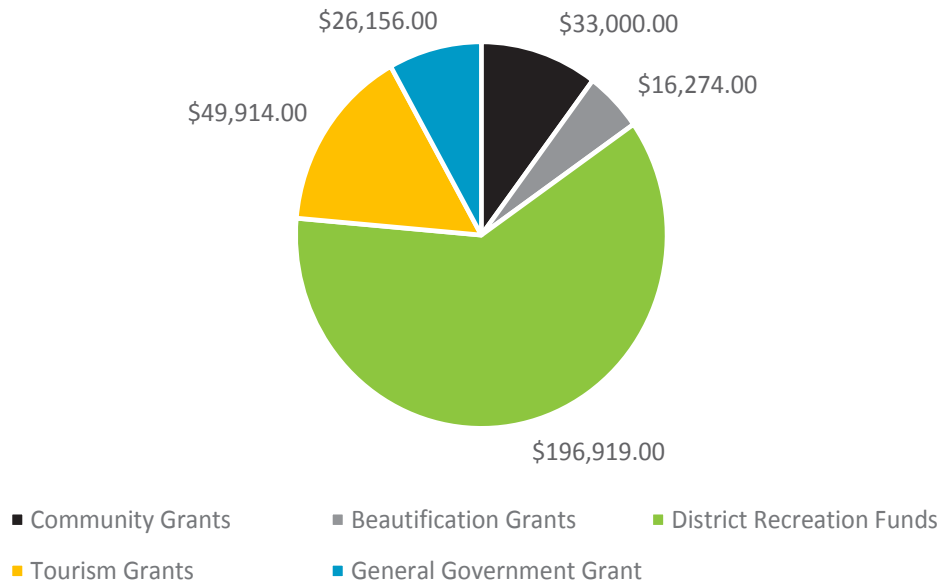
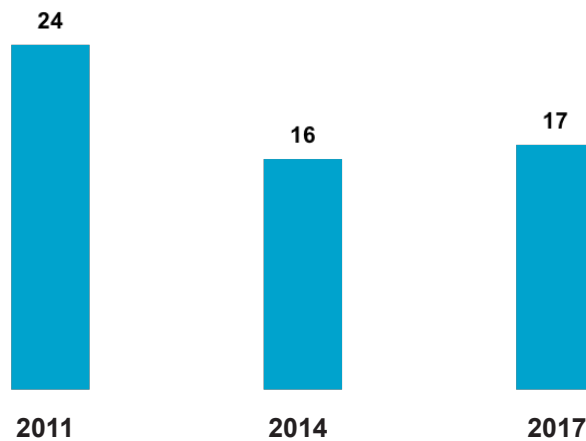


Figure 4.4 shows that the number of applicants that successfully receive funding has declined since 2011. During the roundtable stakeholder meetings, it was discussed that this may be attributed to NFPs being unfamiliar with the application process.

Figure 4.4 Total number of District Recreation Funds per year



As noted in Section 3 of this master plan, NFP organizations would benefit from support with the application process. Making it easier for the volunteer community groups to access funding will free up their time to invest in strategic planning and program coordination.

Supporting NFP community groups through the grant application process may increase the number of successful applications in the future.

By providing application training and communicating funding opportunities, NFP community groups will be able to focus on achieving their goals and providing recreation programming in East Hants.

4.3 Community Development

In recent years, recreation professionals and volunteers alike have had to adapt to government cutbacks in funding, while responding to the increased awareness that structured and unstructured recreation activities help to foster strong, sustainable communities. With changing preferences in recreation activities, budgetary restrictions, and increasing demand for equitable and accessible recreation, municipalities have begun to re-think the way in which they deliver services to the community at large.¹

An article published in 1997 in the Journal of Leisurability proposes a grass-roots response to these challenges: **community development**.

But what is community development actually?

“The purpose of community development is to bring people in the community together, to increase cooperation and collaboration, which in turn builds a stronger sense of community. This increased citizen participation is of growing importance in today’s society”

- Barnes et al 1997



The role of the Municipality in community development can therefore be broken down into three main themes:



Empower through capacity building initiatives and tools (i.e. board training, grant writing work-shops)



Fund NFP recreation associations equitably to ensure that all residents of East Hants have the opportunity to participate in recreation and/or leisure opportunities



Facilitate opportunities for community associations to connect with each other on specific issues to enhance collaboration, networking and growth

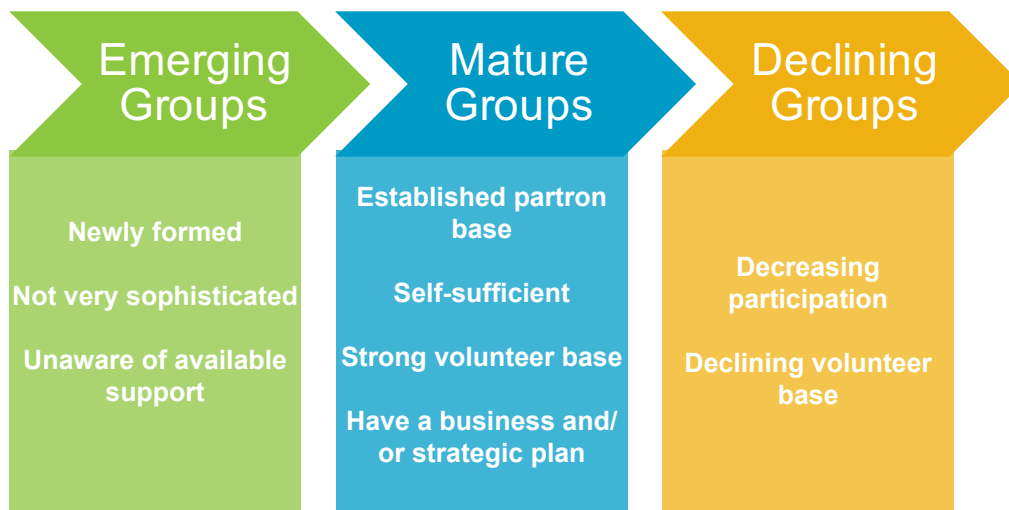
¹ Barnes, Martha. (1997). Empowerment through community development in recreation and leisure. In *Leisurability Publications Inc*, 24(1).

In supporting community-based NFPs, the Municipality must recognize the unique needs of each organization, in order to identify appropriate solutions. The Municipality's goal is to enable community-based organizations to function independently and successfully by encouraging and supporting NFP groups to...

1. Track participation rates
2. Develop a business model or strategic plan
3. Inform the greater population about their services and/or programs
4. Work in tandem with other NFP groups to provide a wide variety of recreation and leisure activities

All NFP community recreation associations/organizations in East Hants fall under one of these three overarching categories. This means that the manner in which the Municipality approaches supporting them will vary, depending on their placement on the continuum depicted in figure 4.5.

Figure 4.5 Community group evolution characteristics



Source: City of Saskatoon, *Recreation & Parks Master Plan* (2015)

Emerging groups would benefit greatly from support with board training and grant application writing workshops. Investments in declining groups should come in the form of publicity (i.e. helping to publicize events), connecting the group with potential volunteers, and strategically funding infrastructure upgrades when appropriate (i.e. there is still significant patronage).

Mature groups could benefit from ongoing strategic planning help and succession planning to ensure that the group remains in the mature phase. Groups can move either backwards or forwards on the continuum, i.e. a group can go from declining to emerging while they are revitalizing themselves.

All types of community groups (emerging, mature, declining) will benefit from effort made by the Municipality to bring together groups, and encourage collaboration. By maintaining a strong communicative relationship with the registered NFP community groups, the Municipality will be able to keep track of their needs, and match them up with volunteers or other NFP associations that may be able to support them.

The following subsection provides a general overview of the various types of partnership models that may be adopted by the Municipality and NFP community recreation associations.

4.3.1 Partnership Framework

The Municipality recognizes the importance of these partnerships in the delivery of recreation and leisure services and the maintenance and operation of recreation facilities and amenities. The Municipality of East Hants is currently involved in an informal partnership model with various community recreation associations through the provision of funding and grants, and efforts to publicize and promote recreational activities and events through various social and print-media outlets. Through this informal partnership, relationships have been made between NFP groups and the Municipality but they could be strengthened through formal partnerships.

There are a number of partnership options available to the Municipality that would foster a strong and sustainable recreation network throughout East Hants. A comprehensive partnership framework may include, but not be limited to, the following forms of partnerships:

- 1

Fee-for-service arrangements with service providers who deliver recreation and culture opportunities on behalf of the Municipality for service which the Municipality would provide directly if no partnership were available
- 2

Lease agreements with private delivery agents who deliver recreation and culture opportunities on municipal land or in municipally-owned facilities
- 3

Sponsorship agreements with NFP and/or private sector organizations that utilize municipally-owned and operated recreation and culture facilities as a medium for advertising and target market exposure
- 4

Contracted service agreements with non-profit and private sector delivery agents who deliver recreation and culture opportunities on the Municipality's behalf
- 5

Various other agreements and memorandums of understanding with other service providers within the recreation and culture sector and beyond (education, health)²



At the foundation of any quality partnership model is a consistent and supportive mutually beneficial relationship. The partnership model can only be made possible through a consistent and proactive relationship-building initiative between the Municipality and the various recreation service providers.

Throughout the second and third stages of community engagement (roundtable meetings, recreation survey) residents and community recreation stakeholders alike noted their appreciation for the ongoing effort made by the Municipality to build and foster strong working relationships with existing recreation providers. However, during the second stage of community engagement (roundtable meetings), various recreation associations cited the following areas of improvement for the Municipality to better support the existing recreation providers:

Awareness of Grant & Funding Opportunities

Consistent Communication with Municipality

Board Training & Volunteer Recruitment

Strategic Funding

Promotions & Publicity of Programs & Facilities

² City of Lethbridge, Recreation & Culture Master Plan (2013)

Key Findings: Service Delivery

1. Community development can help NFP groups through empowerment, funding and facilitation.
2. NFP groups can be placed into three categories to determine the type of support they will need.
3. Compared to similar municipalities in Nova Scotia, East Hants residents receive less spending on recreation.
4. Roundtable discussions revealed need for a Community Development Coordinator to directly support NFP groups.
5. There are opportunities for community groups to connect with each other and work toward common goals.
6. Formal partnership frameworks can foster strong and sustainable recreation networks.

4.4 Strategic Direction

As the Municipality of East Hants moves forward with the information gathered through community engagement and best practice research, implementing the following Service Delivery initiatives will ensure an enhanced recreation experience for East Hants residents and visitors.

Example initiatives for **service delivery**...

| | Goal 1: Recreation For All | Goal 2: Communication & Collaboration | Goal 3: Build Community Capacity |
|--|-------------------------------|---|--|
| Strategic Direction: <i>Ensure appropriate, equitable and impactful recreation programs and opportunities are provided in East Hants</i> | | | |
| Community Recreation Survey every 5 Years | ✓ | ✓ | |
| Increase Municipal Recreation Programs | ✓ | ✓ | ✓ |
| Training for Recreation Leaders | ✓ | | ✓ |
| Evaluate Existing Grant Programs | ✓ | | ✓ |
| User-Fee Framework | ✓ | | |
| Community Development Coordinator | ✓ | ✓ | ✓ |
| Performance Management Criteria for Partnerships | ✓ | ✓ | ✓ |
| Recreation for All Policy | ✓ | ✓ | ✓ |
| Strategic Direction: <i>Enable residents to be aware of and engaged in recreation opportunities</i> | | | |
| Community Recreation Directory | ✓ | ✓ | |
| Community Recreation Program Template | ✓ | ✓ | |



5. Infrastructure

5.1 Facilities

During the development of the Recreation Services Master Plan, a few key municipally-owned facilities and amenities were identified. Facilities including the new East Hants Aquatics Centre offer pay-per-use recreation programming, while the municipally-owned parks and natural trails offer unstructured recreation and leisure opportunities at no direct cost to the user.

Community recreation and/or development groups and associations are responsible for the majority of recreation programming and facility operation. While some offer programming and leisure activities, the primary function of many of these organizations is to provide, maintain, and operate a variety of recreation facilities and outdoor amenities.

The following table (5.1) describes the variety of recreation facilities available in East Hants.

Table 5.1 Facility Typology

| | Municipally Owned | Community Owned |
|----------------------|--|---|
| Municipally Operated | The Municipality owns and operates a few recreation facilities including Burntcoat Head Park , and the new East Hants Aquatics Centre . | There are currently no community owned facilities that are operated by the Municipality. |
| Community Operated | There are a number of facilities that are owned by the Municipality but operated by NFP community groups including the Tin Shop Museum , and the E.H. Horne Centre . | A number of facilities and outdoor recreation amenities are owned and operated by NFP community groups. Examples of these are Milford Recreation Association , East Hants Sportsplex , Findley Park (Hants North) and various community halls and clubs . |

5.2 Municipal Asset Map

The Municipality is responsible for maintaining and/or operating a number of small-scale neighbourhood parks, lake access points, community halls, and tourist destinations. Figure 5.1 below depicts the location of Municipally owned/operated facilities throughout East Hants.

Figure 5.1 Municipally-Owned Recreation Assets



The above image only contains Municipally-owned facilities and amenities, however, it should be noted that there are a number of large-scale, multipurpose recreation facilities that are owned and operated by community recreation or development associations.

The map provided in figure 5.1 illustrates the high concentration of major Municipal facilities in the Corridor region.

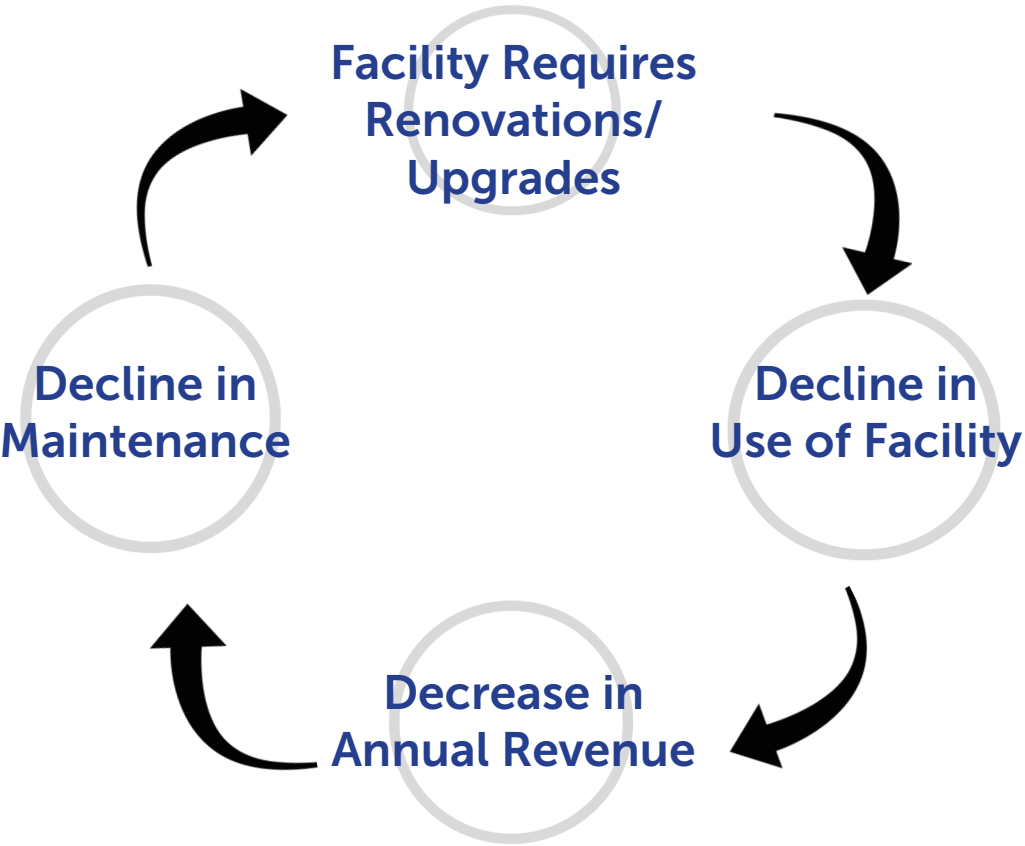
While the image on the preceding page accounts for the number and location of Municipally-owned recreation facilities, an up-to-date inventory of community assets would provide a more comprehensive picture of the current stock of recreation facilities in East Hants.

During the roundtable stakeholder meetings, Municipal staff had the opportunity to tour many of the facilities. A common concern that was brought up during the tours was the lack of accessible infrastructure (i.e. accessible washrooms, ramps), and the expenses associated with general maintenance and upgrades. Even though all of the community associations acknowledged the importance of accessible facilities, only a small portion of community associations had sufficient funds to renovate/update their facilities.

In 2017, the Province of Nova Scotia adopted the Nova Scotia Accessibility Act. Through this Act, standards will be created to create a province where everyone can live, work, learn and play by 2030. In addition, the government also increased the amount of funding for grants for community buildings.

Many of the community associations explained that the lack of funding for renovations feeds into a vicious cycle:

Figure 5.2 Under-funded infrastructure cycle



Although there are a number of facilities throughout the Municipality that require renovation and/or structural upgrades, a framework could be developed by the Municipality of East Hants for evaluating the usage of each individual facility in order to assess the appropriate amount of financial investment.

5.3 Joint Use Agreement

While recreation habits evolve over time, Canadians continue to seek quality, accessible, and affordable spaces for recreation. Many municipal governments across the country have opted for a Joint Use Agreement (JUA) in order to ensure all residents can continue to enjoy local recreation amenities.

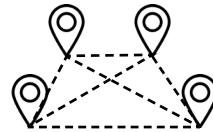
Typically, a JUA is a formal arrangement between a local government and a school board; however, it is not uncommon for municipalities to enter into a JUA with NFP community associations for the shared-use of their facilities. JUAs can be:

Site-Specific



or

Comprehensive



Although JUAs can take a variety of forms, and involve a range of different partners, they can generally be characterized under one of the following categories:

1

Opening Outdoor School Facilities for Use During Non-School Hours is the simplest of the model joint use agreements. It is an agreement in which the community can use designated school district outdoor recreation facilities.

2

Opening Indoor and Outdoor School Facilities for Use During Non-School Hours is a model agreement in which the community can use designated school district indoor and outdoor recreation facilities.

3

Opening School Facilities for Use During Non-School Hours & Authorizing Third Parties to Operate Programs is a model agreement in which the community can use designated school district indoor and outdoor recreation facilities, and it also allows for third parties to operate recreation programs using school facilities.

4

Joint Use of District and Municipal Recreation Facilities is a model agreement in which the school district and local government agree to open all or designated recreational facilities to each other for community and school use. It also allows for third parties to operate recreation programs using school facilities.

- ChangeLab Solutions, Model Joint Use Agreement Resources

Considering the rural context of East Hants, and the recent closure of a number of local schools, the fourth JUA option could be explored further. Currently, there is no official coordinated effort between the Municipality of East Hants, the local Regional Centre of Education and community groups for recreational purposes.

Benefits of a JUA include:

- » Facilitate cost-sharing for maintenance of school grounds and buildings.
- » Promote partnerships across community agencies that may influence other opportunities to work together.
- » Creates a sense of community ownership and engagement.
- » Improve access and maximizes use of recreation areas for community members.

Key Findings: Infrastructure

- 1. The majority of available structured and unstructured recreation facilities are operated by NFP community groups.
- 2. Many spaces are currently inaccessible and the main barrier to upgrading to meet accessibility standards is the cost.
- 3. Facilities that require renovations enter into an under-funded infrastructure cycle which sees a decline use in facility and decrease in revenue.
- 4. Joint Use Agreements enable use of facilities for additional recreation time provided by the Municipality and community groups.

5.4 Strategic Direction

As the Municipality of East Hants moves forward with the information gathered through community engagement and best practice research, implementing the following Infrastructure initiatives will ensure an enhanced recreation experience for East Hants residents and visitors.

The key initiatives for infrastructure will align with the strategic direction to “Optimize current and future investment in recreation facilities”. These initiatives will increase awareness and access to community recreation facilities and enhance these facilities while aligning with the goals of the Recreation Services Master Plan.

Example initiatives for infrastructure...

| | Goal 1: Recreation For All | Goal 2: Communication & Collaboration | Goal 3: Build Community Capacity |
|---|-------------------------------|--|-------------------------------------|
| Strategic Direction: <i>Optimize current and future investment in recreation facilities</i> | | | |
| Recreation Facilities Master Plan | ✓ | ✓ | |
| Facility Condition Assessment Tool | ✓ | ✓ | ✓ |
| Support Community Facilities to meet Accessibility Act | ✓ | ✓ | ✓ |
| Community-Owned Recreation Facility Inventory | ✓ | ✓ | |
| Evaluate Existing Grant Programs | ✓ | ✓ | |



6. Volunteerism

Every day across the county, individuals from all walks of life are engaged in a variety of volunteer opportunities. From meal-preparations at the local soup kitchen to coaching little league baseball, to nation-wide charitable organizations, Canadians offer their time and commitment to supporting their communities.

“Volunteers and not-for-profit organizations play a critical role in every community across Canada and throughout Nova Scotia. Over 377,000 Nova Scotians contribute their time and expertise to enrich our daily lives. Their services and programs are predominately focused in the local community and their impact on society and the economy go largely unnoticed.”

- Nova Scotia Department of Health Promotion & Protection (2014)

Volunteers in East Hants play a central role in the development and delivery of recreation and leisure activities, programming, and facility access.

Located all throughout the municipality, community development and recreation associations, volunteer fire departments, and NFP community organizations work to ensure that the residents of East Hants and surrounding area can engage in physical, cultural, or social activities in a meaningful way.

6.1 Volunteer Profile

Volunteerism in East Hants, and across the country, is constantly evolving. In 2015, Statistics Canada released a report highlighting current trends in volunteerism.

- » **44% of Canadians volunteered in 2013, compared with a volunteer rate of 47% in 2010**
- » **In 2013, 20% of Canadian volunteers were engaged in social service related activities; 18% were involved in sports and recreation**
- » **In Nova Scotia, the average volunteer committed 181 hours annually to their volunteer work, which exceeds the national average of 154 hours**
- » **Seniors aged 75 and older are least likely to volunteer (27% volunteer rate), while youth between 15 and 19 years old are most likely to volunteer (66%)**
- » **On average, seniors volunteer 223 hours annually; youth volunteer 130 hours; and young adults volunteer 109 hours**
- » **Parents with school-aged children are more likely to volunteer (56%) than people without children at home (41%)**



66%

of Canadians state that they
lack the time to volunteer



62%

cannot make a long-term
volunteer commitment



51%

say they would volunteer, but
no one asked



27%

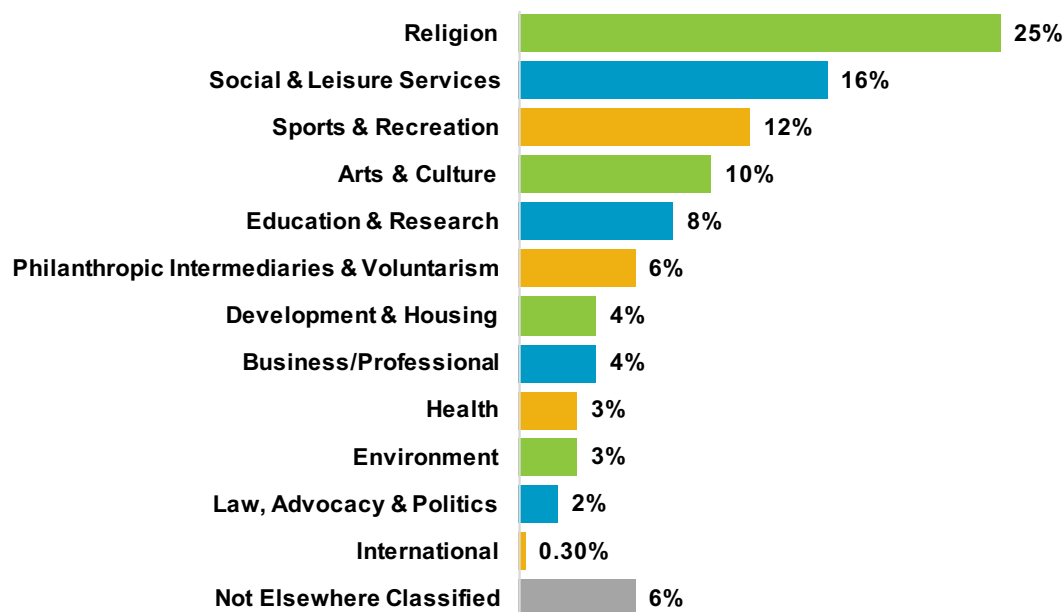
do not know how to get
involved

These national statistics echo the responses received during the East Hants Recreation Survey (2017), showing that the most significant challenge volunteers face today is a lack of time. The Municipality must work with community associations to match volunteers with opportunities based on their skill set, time commitment and interests. A community volunteer directory can allow NFP community group to upload their volunteer opportunities and allow potential volunteers to be able to view the opportunities that are available in their local communities.

6.2 Not-for-Profit Sector Breakdown

In 2014, the Government of Nova Scotia reported 5,900 charities and NFPs across the province, accounting for a 4% increase since 2003. Charities account for roughly 64% of registered organizations, while NFPs make up the remaining 36%.

Figure 6.1 Canadian Volunteerism by Sector in 2014



Source: Statistics Canada, Canada Survey of Giving, Volunteering and Participating, 2014

Religious-based organizations account for the largest share of NFPs in Nova Scotia (25%), followed by organizations providing social and leisure services (16%), sports and recreation (12%), and arts and culture (10%).

6.2.1 Recruitment

During the roundtable meetings with key recreation stakeholders, the vast majority of NFP organizations expressed concern for the future of their association due to a perceived lack of willing volunteers to take on the responsibility.

"Its like having a second job"

- Stakeholder

NFP volunteers who are engaged with their organizations on a daily basis (i.e. board members, managers) contribute approximately 562 hours per year. However, stakeholders identified that most of these volunteer hours are dedicated to the application for funding and grants, rather than achieving their association's mandate or goals.

"Over half of all volunteer hours are given by 10% of volunteers"

- Nova Scotia Department of Health Promotion & Protection

With an over-worked volunteer sector, municipalities across the country must take steps to support and encourage existing volunteer efforts, and proactively engage in the recruitment and retention of new volunteers.

6.2.2 Funding

Volunteer groups and other NFPs rely on grants and charitable donations in order to provide their services to the community. The following pie charts (figures 6.2, 6.3, 6.4) provide a general overview of the funding structure for NFP organizations within Canada.

Figure 6.2 Funding Sources for Arts & Culture NFPs

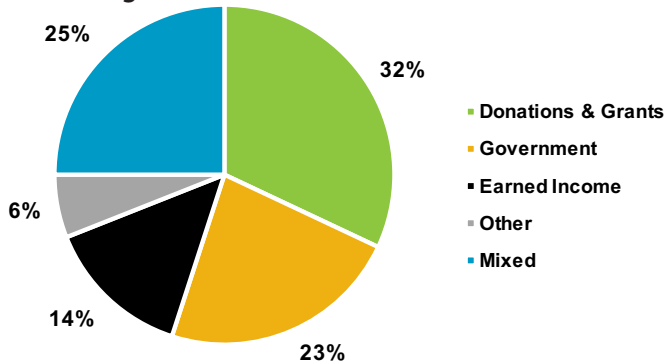


Figure 6.3 Funding Sources for Sports NFPs

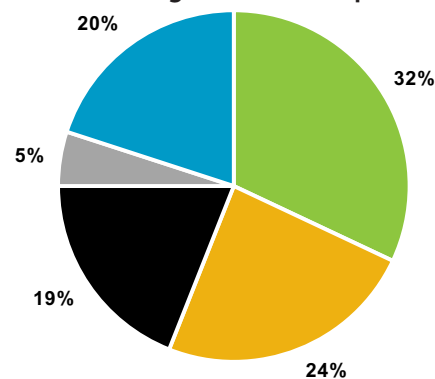
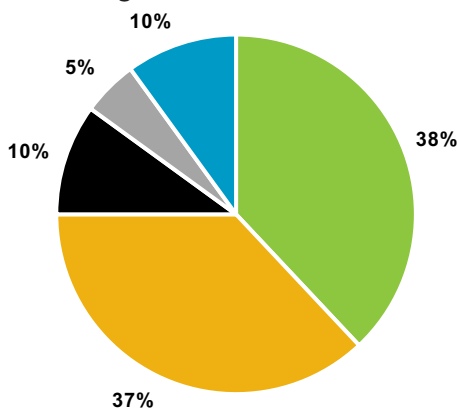


Figure 6.4 Funding Sources for Social & Leisure NFPs



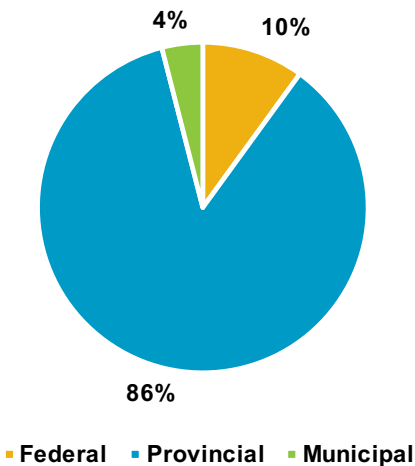
Donations and grants account for the largest portion of funding for Arts & Culture (32%), Sports & Recreation (32%), and Social and Leisure Services (38%).

Another notable difference in that volunteers within the Sports & Recreation sector contribute a larger portion of their earned income towards their organization. This often comes in the form of fundraising or facility fees.

Source: Statistics Canada, *Canada Survey of Giving, Volunteering and Participating*, 2014

NFP organizations also receive a large portion of their funding from municipal, provincial, and federal levels of government (figure 6.5).

Figure 6.5 NFP Funding from Government



During the roundtable discussions, the various community NFP associations identified the following frustrations with attaining funding:

Lack of awareness of funding & grant opportunities

Inequitable distribution of funding across the municipality

Inexperience with the application process

6.3 Volunteer Engagement Framework

In order to better support our volunteers in East Hants, it is important to understand the various roles volunteers play in our community. In 2009, the RGK Center for Philanthropic and Community Service released their *Strategic Volunteer Engagement Guide*, to help NFP and public sectors in the recruitment and management of volunteers. In the following table, RGK identifies four general types of volunteers and provides a description of their motivations, level of commitment, and qualities:

The Volunteer Engagement Framework™

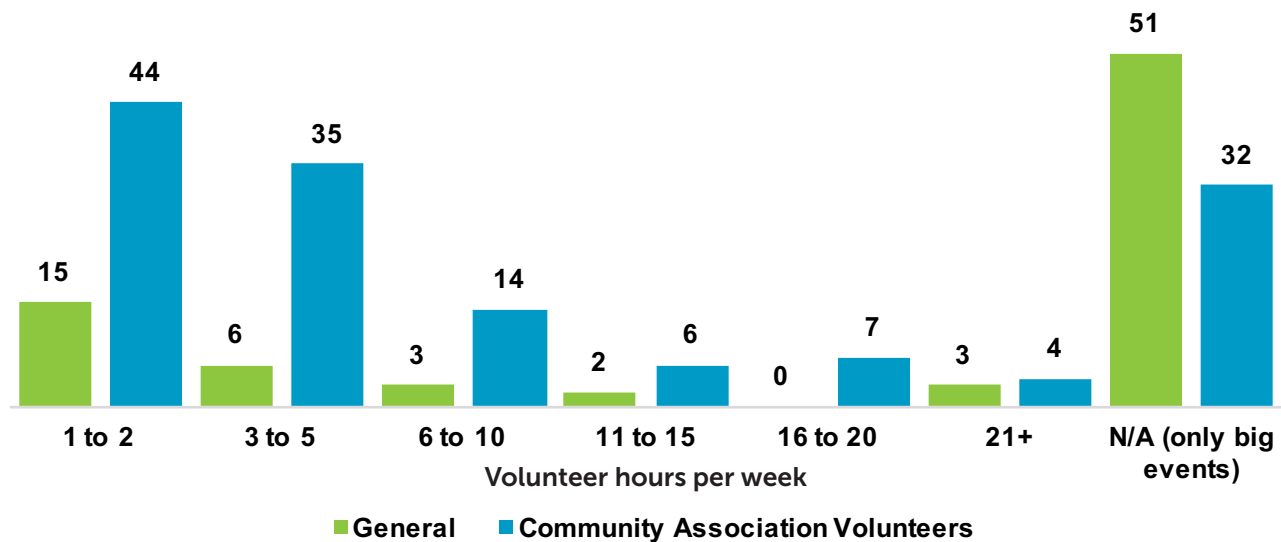
| | Affiliation Focus | Skill Focus |
|---------------------|--|--|
| Short-Term Episodic | <p>Examples of Service: Corporate days of service, weekend house-building by service club, park clean-up event or trail maintenance, participants in an annual fundraiser</p> <p>Traits of Volunteer:</p> <ul style="list-style-type: none"> • Strong sense of connection to cause • Generally expects well-organized event • May be using service opportunities to investigate a particular organization • May be meeting service requirements of a school, work, club • May have unrealistic / naïve expectations about the ability to impact clients or long-term goals of the organization • May prefer to identify with their service club or company rather than the organization being served | <p>Examples of Service: A one-time audit by an accountant, a sports club teaching youth a particular skill, a student completing a degree requirement.</p> <p>Traits of Volunteer:</p> <ul style="list-style-type: none"> • Seeks service opportunity tailored to engage unique skill, talent, or resources • May be any age, although slightly more likely to be adults with higher levels of skill • Likely expects mutuality, i.e. a peer-to-peer relationship with the organization • May seek to negotiate timing of service • Appreciates recognition that is tailored to the unique demands of position • May prefer to think of self not as a 'volunteer' but as an intern, pro-bono consultant, or other functional title |
| Long-Term Ongoing | <p>Examples of Service: Youth mentor, troop leader, Sunday School teacher, hospice visitor</p> <p>Traits of Volunteer:</p> <ul style="list-style-type: none"> • Committed to the group or association and the cause or mission it represents • Willing to perform any type of work for cause • May need specialized training to prepare for the service opportunity • May feel special affinity to the organization because of past benefit, family connection, or other personal allegiance • May be ideologically motivated • Appreciates regular recognition, both formal and informal • Often uses personal pronouns to talk about organization (i.e. me, we, us) • In addition to strong motivations for service, may well be a key donor | <p>Examples of Service: Pro-bono legal counsel, volunteer firefighter, board member, loaned executive</p> <p>Traits of Volunteer:</p> <ul style="list-style-type: none"> • Committed to the group or association and the cause or mission it represents • Generally prefers to contribute through specialized skills and training • May elect to contribute talents through specialized service or may contribute time through policy and leadership roles such as board governance, visioning • Often expects volunteer management that reflects the cultural norms of the given specialty or skill • Often combines talent with dedication to the cause • May have personal connection to the cause • Expects staff support and recognition appropriate to the work performed |

Source: RGK Center for Philanthropy & Community Service, *Strategic Volunteer Engagement Framework™*, 2009

While the majority of community recreation associations in East Hants are comprised of **long-term ongoing, affiliation focused** volunteers (bottom left quadrant), it is equally important to engage other types of volunteers who can support the community in other ways.

The East Hants Recreation Survey showed that, while the majority of volunteer hours are contributed by a small portion of the population (i.e. community association board members), 63% of volunteers contribute regularly for one-off events.

Figure 6.7 Affiliation focused versus general interest volunteers in East Hants (hrs/wk)



Source: Municipality of East Hants, East Hants Recreation Survey, 2016

East Hants is home to a large number of active volunteers, but (for these reasons that were determined through the survey), the volunteer pool is dwindling. The following ten best practices in volunteer recruitment and management were adapted from the *Canadian Code for Volunteer Involvement* (2001), to guide and support NFP and public sector organizations in their volunteer initiatives.

1. Valuing the role of the volunteer
2. Defining rules & expectations
3. Developing volunteer management skills
4. Reducing client & group risk
5. Creating clear assignments
6. Reaching beyond the circle
7. Orienting & training volunteers
8. Providing supervision
9. Making volunteers feel they belong
10. Recognizing volunteer contributions

Drawing upon the best practices identified in the *Canadian Code for Volunteer Involvement* and The Volunteer Engagement Framework™, **this Master Plan will advance a comprehensive volunteer engagement strategy. In doing this, the Municipality can better support volunteer efforts throughout the community at large by matching volunteers with volunteer opportunities.**

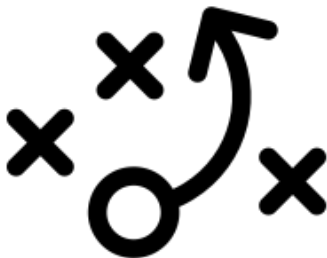


Step 1: Identify

- » Develop a volunteer database containing volunteer contact information
- » Where possible, work with community groups to create recreation programs that serve the auxiliary function of volunteer initiatives
(i.e. community gardening club assisting with the maintenance of community gardens and beautification projects)

Step 2: Support & Training

- » Identify and assess volunteer needs for participating NFP recreation associations/groups
- » Provide training to volunteers as needed
(i.e. board training, grant application writing tutorials)



Step 3: Connect

- » Connect volunteers with volunteer opportunities throughout the municipality
(i.e. with community groups, one-off community events)
- » Evaluate the effectiveness of the volunteer engagement strategy
(i.e. Recreation Survey analysis)

Step 4: Celebrate

- » The Municipality should continue to celebrate the efforts of its hard-working volunteer sector
(i.e. volunteer awards ceremony, prizes for “most hours”)
- » Actively recruit new volunteers by hosting volunteer fairs



Key Findings: Volunteerism

- 1. Similar to national statistics, residents of East Hants lack the time, or are unaware of volunteer opportunities.
- 2. Social/cultural, sport and recreation, and arts and culture sectors account for 38% of volunteers in East Hants.
- 3. Volunteers matched with a specific NFP association volunteer more hours than those who are not affiliated.
- 4. Volunteer hours are being spent on applying for grants and seeking funding rather than achieving NFP goals.

6.4 Strategic Direction

As the Municipality of East Hants moves forward with the information gathered through community engagement and best practice research, implementing the following initiatives for volunteerism will ensure an enhanced recreation experience for East Hants residents and visitors.

The key initiatives for volunteerism will align with the strategic direction to “Build capacity in the recreation community.” These initiatives will strengthen the East Hants volunteer base in number, resources and training while aligning with the three goals of the Recreation Services Master Plan.

Example initiatives for **volunteerism**...

| | Goal 1: Recreation For All | Goal 2: Communication & Collaboration | Goal 3: Build Community Capacity |
|--|-------------------------------|--|-------------------------------------|
| Strategic Direction: <i>Build capacity in the recreation community</i> | | | |
| Volunteer Training & Assistance | ✓ | ✓ | ✓ |
| Volunteer Expo Event | ✓ | ✓ | ✓ |
| Community Volunteer Opportunity Directory | | ✓ | ✓ |
| Volunteer Engagement Strategy | | ✓ | ✓ |



7. Conclusion

East Hants is fortunate to have an engaged recreation community positively contributing to the quality of life for East Hants residents. The action of the Recreation Services Master Plan will enhance the recreation service delivery, infrastructure and volunteerism reality for all East Hants residents.

Following Council's adoption of the Recreation Services Master Plan, an implementation plan will be developed that identifies key initiatives reflected in the municipal budget and departmental workplans.

The Recreation Services Master Plan steers the Municipality towards a formal collaborative role in the provision of recreation programming, infrastructure, and in the support of our strong and dedicated community volunteers. The implementation of this Master Plan will position the Municipality of East Hants as a leader in providing Recreation Services.



Appendix I

Stakeholder Interview Agenda and Summary



Name of Association

mm/dd/yyyy

Location of Interview

The purpose of this meeting is to discuss recreation challenges and opportunities in order to create a clear vision for the future of recreation in East Hants.

| | |
|----|---|
| 1. | Introductions <ul style="list-style-type: none">• Recreation Master Plan Overview.• Describe your organization. Do you have any short- or long-term goals? |
| 2. | Service Delivery Network <ul style="list-style-type: none">• What types of recreation programs are provided?• How is it provided/funded?• Which communities do participants come from?• How is the programming advertised? |
| 3. | Volunteers <ul style="list-style-type: none">• Who volunteers in your community?• How many volunteers does your organization have? |
| 4. | Facility Inventory <ul style="list-style-type: none">• Which facilities are used?• How would you describe the quality of, and access to, community facilities in your area?• Does the availability of/proximity to recreation facilities impede programming? |
| 5. | Priority Needs <ul style="list-style-type: none">• What kinds of programming do you think would most benefit your community?• What are the biggest challenges facing recreation in your community?• In what ways can the Municipality help to support your organization? |
| 6. | Next Steps <ul style="list-style-type: none">• Complete stakeholder meetings.• Conduct general survey to understand community vision.• Conduct community engagement sessions to discuss findings.• Draft Recreation Master Plan. |

The following tables summarize the notes taken during the 21 roundtable stakeholder meetings.

Programming & Service Delivery

- » Develop programming based on **local amenities** and **natural resources**
- » Want to ensure that there are **affordable and accessible** programs for every age
- » Difficult to get **consistent participants/volunteers** when programming is inconsistent
- » **Publicity and awareness** of programs and community groups
- » **Don't have the man power** to get programs running consistently, but we do have facilities
- » Would like to see some **collaboration with the school board**
- » Demand for **programming in more rural communities**, but the lack of funding makes this difficult
- » There is **nothing here for 'non-athletes'**... We need more arts and culture programming for youth
- » Seniors want to be **active and involved** in the community, however there isn't enough for them
- » Accessible programs!!! i.e. **affordable and geographically close**
- » **All library programming** is run out of the Elmsdale branch
- » The Municipality should consider a **strategic funding** approach to minimize programming redundancies
- » We need **more informal recreation and leisure activities** like snow shoeing and cross-country ski trails
- » It would be great if we had a **community recreation coordinator**
- » Maybe a little morbid, but **we should get into the 'celebration of life' business**
- » Availability of **programming in East Hants is incomparable to HRM**
- » People are used to **driving long distances** to get programming
- » **Establish programs** at one location and **then branch out**
- » We need some kind of **drop-in youth centre**
- » Not directly involved in programming but we are **willing to work with others**
- » Get the **kids busy in the summer!**
- » People would **pay for programming** if they saw it as a success

Facility Use & Promotions

- » **Transportation and connectivity** are a huge issue... No sidewalks in the Maitland area
- » **Trail connections for seasonal sports** like snow shoeing and skiing
- » Location of the new pool and the library make it **inaccessible for children and those with mobility issues**
- » It doesn't matter how good the programs are if they are **not accessible**
- » Promotions and advertising facilities would **increase awareness and use**
- » We don't have a **consistent facility** to run our programs, it would be nice to have rental information available
- » In need of **more space to expand** our programming, but this is **expensive**
- » **Special funding for ads and promotions** would be incredibly useful
- » Our facility needs **renovations to become accessible**, but we don't have the money
- » **Decline in use** of facilities in Hants North and Maitland areas because it is **easier to travel elsewhere**

Facility Use & Promotions (cont'd)

- » We are **willing to try any kind of program** in our facility! We just want to see it being used
- » Big events and fundraisers to **draw attention to the facility**..
- » New facilities in the Corridor are **drawing most people away from our facilities**
- » **Collaboration with the municipality** to put on summer day camps at our park
- » **Use what is there!** Take advantage of what we already have
- » Our facility is **state-of-the-art, but underutilized**
- » **Community gardens** offer unstructured recreation for volunteer gardeners
- » Wish there was a way to **communicate with other associations** who might want to rent the facilities
- » **Park amenities** like picnic benches and shaded areas would enhance our park
- » Lakes provide **multi-season recreation opportunities**... We should take advantage of our natural resources
- » When people visit our facility, we make sure to **let them know about Burntcoat and vice versa**

NFP & Volunteer Support

- » Funding application process is **time consuming**
- » Difficult to find **consistent and qualified** volunteers for more sensitive programs
- » Must find a way to appeal to volunteers through **mutually beneficial arrangement**
- » Community Pillars Program – **supervised community service** at facilities
- » Volunteers/those who donate are **commemorated or acknowledged**
- » We have very well-used facility, but we worry about **what will happen** when we are no longer members...
- » Being a volunteer board member **is like having a second job**...
- » People in our community will mow lawns and do general maintenance jobs for us **free of charge**
- » Volunteers tend to **age-out with their children**
- » We should **celebrate the success of our community and our volunteers**
- » Would like to see some kind of **online portal** where anyone could access information pertaining to recreation programming and success stories from other groups
- » Demand is there for programming but **no one is willing to take the job on**
- » The **youth are the future of our organization**... Our children are involved in the association but it is troubling that other families do not do the same
- » **Help develop a strategic plan**
- » Make the **grant application process more efficient**... Don't want to have to jump through hoops
- » Same people volunteer all the time... it is **difficult to get people involved**
- » We had recreation programming in the past, however the **low participation rates were discouraging**
- » It is hard to **keep volunteer community groups motivated** when participation declines
- » Would appreciate support with **board development and funding application**
- » Appreciate the municipalities outreach efforts... **It's encouraging to know we are on the radar**
- » Volunteers need **support and encouragement**
- » **Community members donate their time and money** to make sure this place is taken care of

Appendix II

East Hants Recreation Survey (2017)

East Hants Recreation Services Master Plan

Question 1: Please provide your postal code in the space provided below.

Question 2: How many people currently live in your household in each age group?

Question 3: Do you - or anyone in your household - have a physical, mental, learning or sensory impairment that prevents you/them from participating in recreation and/or leisure activities?

Question 3.1: If 'yes', please describe the barriers.

Question 4: Do you currently volunteer with any community groups, associations, or organizations?

Question 4.1: If 'yes', please indicate the name of the group/association/organization.

Question 4.2: On average, how many hours a week do you spend volunteering with this organization?

Question 5: If 'no' to question 4, have you ever volunteered in East Hants?

Question 5.1: On average, how many hours a week do you spend volunteering in East Hants?

Question 6: If 'no' to question 5, please indicate your reason for not volunteering. Check all that apply.

Question 7: How do you find out about recreation and/or leisure opportunities in East Hants? Check all that apply.

Question 8: Please indicate how easy or difficult it is to find out about recreation and/or leisure opportunities in East Hants.

Question 9.1: Please indicate your level of satisfaction with the variety of recreation/leisure in East Hants?

Question 9.2: Please indicate your level of satisfaction with the availability of recreation/leisure in East Hants?

Question 9.3: Please indicate your level of satisfaction with the affordability of recreation/leisure in East Hants?

Question 10: Do you make time during the week to participate in recreation/leisure activities?

Question 11: Approximately how many hours per week do you participate in recreation/leisure?

Question 12: If 'no' to question 10, please indicate your reason preventing you from participating?

Question 13: What types of recreation/leisure activities are you - or members of your family - currently involved in? Check all that apply.

Question 14: On average, how far must you travel to access these programs/activities?

Question 15: How often do you leave East Hants to access these programs/activities?

Question 16: What is your primary motivation for leaving East Hants?

Question 17: Using the chart below, please indicate the types of programs you believe should be more readily available for each age group. Check all that apply.

Question 18: How much would you be willing to pay for a day camp or after school program?

Question 19: Which of the following options do you, or would you, support in favor of developing more recreation and leisure services in East Hants?

Question 20: Do you have any final comments?