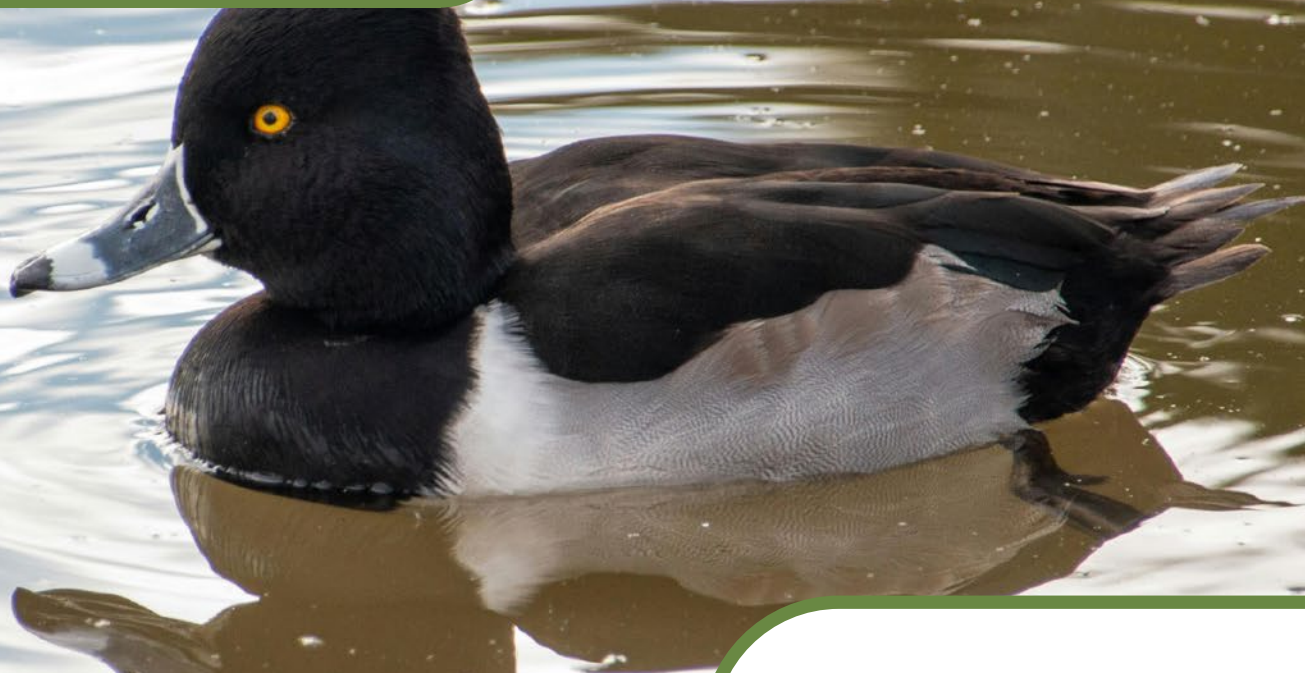


MUNICIPALITY OF TANTRAMAR RECREATION MASTER PLAN

What We Learned Report



Tantramar
NEW BRUNSWICK





Executive Summary:

Community Profile

Population growth toward 13,000 by 2044 and a balanced age mix will increase demand for multigenerational, year-round recreation.

Strong university influence and high adult/senior activity levels drive interest in flexible, informal, and nature-based recreation.

Planning & Policy

Strategic plans call for active living, facility renewal, and evidence-based decision-making, requiring alignment across municipal priorities.

Accessibility, energy, and capital reviews highlight the need for modernized, inclusive, and efficient facilities.

Current Recreation System

A mixed delivery model blends municipal programming with community partnerships to enhance access.

Spending (11% of municipal budget) and a diverse facility network support strong use of outdoor and nature-based spaces.

Key Considerations & Leading Practices

Demographic change, climate impacts, and affordability pressures require recreation that is inclusive, resilient, and accessible.

Rising inactivity and emerging best practices emphasize health promotion, equity, placemaking, and data-driven planning.

Facility Utilization

The Tantram Veterans Memorial Civic Centre ice use is strong, but dry floor and meeting spaces show additional capacity.

The Bill Johnstone Memorial Park Activity Centre and the Dorchester Veterans Community Centre have opportunities for expanded programming and rental capacity.

Benchmarking & Service Levels

Tantram exceeds peers in major centres but falls below in some indoor and outdoor amenities.

Missing fees, allocation, and branding policies present opportunities for modernization and alignment with comparator practices.

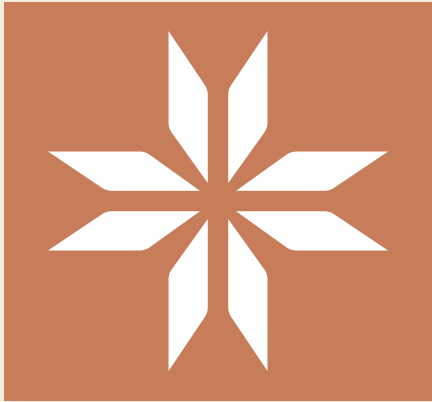
Together, these insights point to the need for a strategic, inclusive, and future-focused Master Plan that improves accessibility, expands capacity, strengthens policy frameworks, and adapts recreation services to evolving community needs.

TABLE OF CONTENTS

1.0 Introduction	1
1.1 Benefits of Recreation and Parks	3
2.0 Population and Demographics	5
2.1 Community Profile and Key Characteristics	6
2.2 Population and Demographics Overview	7
2.3 Additional 'Big Data' Insights into Recreation Demands and Preferences	11
2.4 Spatial Overview of Population Demographics	13
3.0 Planning and Policy Context	21
3.1 Local and Regional Planning and Policy Document Review	22
3.2 Provincial and National Planning and Policy Document Review	27
4.0 Current Recreation System in Tantramar	33
4.1 Service Delivery Overview	34
4.2 Policies and Agreements	35
4.3 Financial Analysis	37
4.4 Existing Facility Inventory	38
4.5 Site Visitation Insights and Data Analytics	40



5.0 Recreation Key Considerations and Leading Practices	43
6.0 Facility Utilization Assessment	52
Tantramar Veterans Memorial Civic Centre	53
7.0 Service Level Approaches and Benchmarking	58
Appendices	67
APPENDIX A PRIZM PROFILES	68
References	74



1.0 INTRODUCTION

High quality recreation opportunities, including parks and culture, are fundamentally important to create a vibrant community in which residents and businesses thrive and visitors are attracted to. Recreation opportunities offer many benefits to communities and their residents, including addressing growing social and health concerns such as physical inactivity, increasing rates of chronic health problems, and social isolation. All residents benefit from the municipal provision of parks, recreation, and culture opportunities, even those who do not actively participate, because these opportunities strengthen community connections and pride, generate economic benefits, and contribute to improved youth education outcomes.

Recreation in the Municipality of Tantramar is far more than a leisure pursuit, it is an expression of the community's identity, values, and shared vision for a vibrant future. Now serving all residents within the new municipal boundaries, Tantramar must remain committed to fostering a physically, socially, and environmentally healthy community by ensuring a balanced range of recreational opportunities that are accessible to all. Central to this commitment are facilities such as the Tantramar Veterans Memorial Civic Centre, the Waterfowl Park, and the Tantramar Outdoor Club's trail network, each playing a vital role in enhancing quality of life and strengthening community pride.



Tantramar has pursued the development of a Recreation Master Plan that will serve as an innovative and progressive roadmap to guide the delivery of recreation opportunities services for the Municipality, community partners, and residents for the next 10 plus years. The Master Plan will need to establish a long-term vision that guides planning and decision-making, supported by actionable recommendations that build on the Municipality's existing strengths in delivering recreation facilities, programs, and services for residents. The Plan will:

- Provide a framework for capital investment for recreation infrastructure, including facility enhancements, retrofits, renovation, and new development
- Focus areas for programming, activities, and overall space animation to maximize use and benefit for residents
- Strategies and approaches to ensure that parks, recreation, and culture are accessible and inclusive
- Strategies and approaches to foster sustainability both in terms of the municipality's financial ability to fund quality services and a commitment to environmental leadership
- Maximizing the effective use of partnerships and collaborations to lever available resources and deliver recreation in the most efficient manner possible.
- Evaluating progress, success and required areas of improvement through the establishment of key performance indicators and other tools.

Tantramar has initiated the development of a Recreation Master Plan with project completion scheduled for Spring 2026.

This document contains the detailed findings from the research that was undertaken to inform the development of the Recreation Master Plan, including:

- Population and demographics
- Planning and policy document review
- Review of current service delivery practices
- Recreation trends and leading practices
- Assessment of current infrastructure



1.1 Benefits of Recreation and Parks

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

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





Environmental

- Build a culture of stewardship
- Protect & restore biodiversity
- Provide essential ecological service (e.g., water filtration, pollination, climate regulation)
- Enhance our resilience and adaption climate change
- Mitigate risk from extreme weather events



Health

- Improve physical health, including supporting rehabilitation post illness or injury
- Improve wellbeing, support mental health and positive self-esteem
- Provide safe environments for re-engaging individuals with physical activity
- Develop fundamental physical literacy skills



Social & Cultural

- Increase social interaction and cohesion for individuals and families
- Build community pride
- Offer welcoming, universal experiences to support inclusive communities
- Support reconciliation with Indigenous communities
- Reduce anti-social and risk behaviours of youth
- Provide leadership experiences and training
- Enhance appreciation of an areas' history & culture



Economics

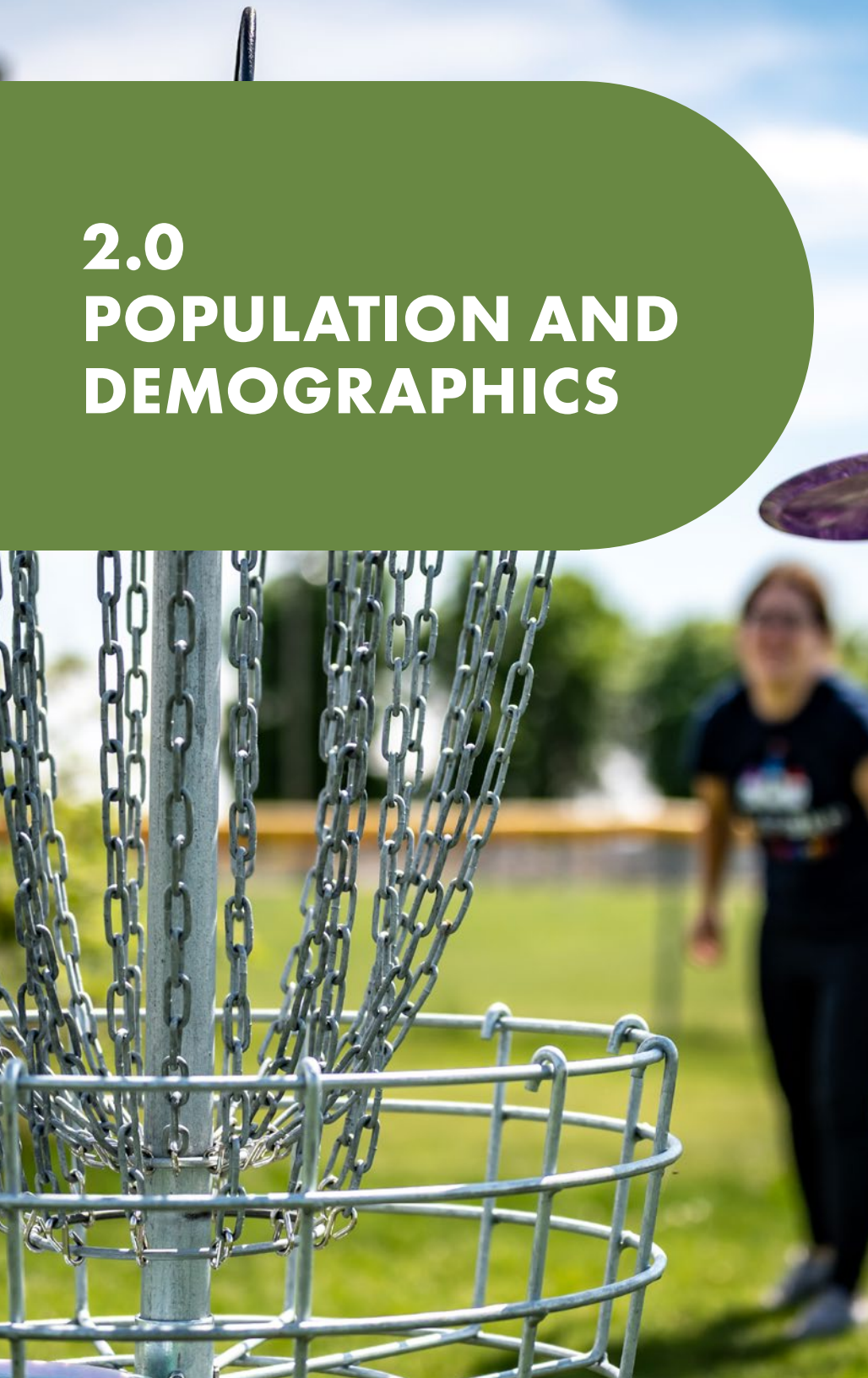
- Support growth of the sport, culture, tourism and event economies
- Create new direct and indirect jobs
- Attract new and retain existing skilled labour and businesses
- Increase land values and local government revenues
- Serve as important assets to deliver core government services and programs.

Sources include the Framework for Recreation in Canada (2015/2024) and Measuring-impact.ca.

2.0 POPULATION AND DEMOGRAPHICS

The population and demographics in this section are largely sourced from ESRI (Environmental Systems Research Institute), a global company specializing in geographic information systems (GIS) software. ESRI partners with numerous organizations and government agencies to access and integrate their geospatial data, as well as publicly available and user-contributed data. This information is developed to provide an accurate and detailed representation of the local population, economic, and housing characteristics.

Population demographic data has largely been provided by Esri's ArcGIS Business Analyst Application and Statistics Canada census data. These datasets are based on the 2021 Canadian census at the dissemination area geographic unit. Any projected variables are projections based on the 2021 Canadian Census produced by Environics Analytics Data.



2.1 Community Profile and Key Characteristics

Tantramar is located on the Isthmus of Chignecto in southeastern New Brunswick, situated within the territory of the Mi'kma'ki, the unceded, ancestral territory of the Mi'kmaq people, who used the region's waterways and coastal resources predating European settlers. In the later 17th and early 18th centuries, Acadian settlers established communities along the Tantramar marshes, building an extensive system of dikes to transform tidal wetlands into farmland. Following the expulsion of the Acadians in 1755, British and New England settlers moved into the region establishing communities, trade routes and agriculture, leading to the establishment of Sackville as a commercial and shipbuilding hub in the 19th century. The founding of Mount Allison University in 1839 positioned the region as a centre for education and culture.

The present day Municipality of Tantramar was established in 2023 as a result of Local Governance Reform, the community is an amalgamation of the former Town of Sackville, the Village of Dorchester and surrounding rural areas, resulting in a single community that blends urban, small town, and rural characteristics. Tantramar's population reflects this layered history, encompassing long established families, students and staff connected to Mount Allison University, seniors aging in place, and new residents drawn by natural landscapes, housing availability, and quality of life. This historical and geographic context has directly shaped current demographic patterns and provides critical background for understanding population trends, household composition, and community needs within Tantramar.

Tantramar Communities:

- Aulac
- Cookville
- Dorchester
- Fort Folly
- Johnson's Mills
- Jolicure
- Midgic
- Mount Allison University
- Pointe de Bute
- Rockport
- Sackville
- Westcock
- Woodpoint



2.2 Population and Demographics Overview

Tantramar has a population of 9,854 according to the [Local Government and Rural District Statistics Report](#) (2025). The following section outlines population trends and statistics to frame how demographic characteristics can impact recreation and parks participation in the community.

Population Characteristics

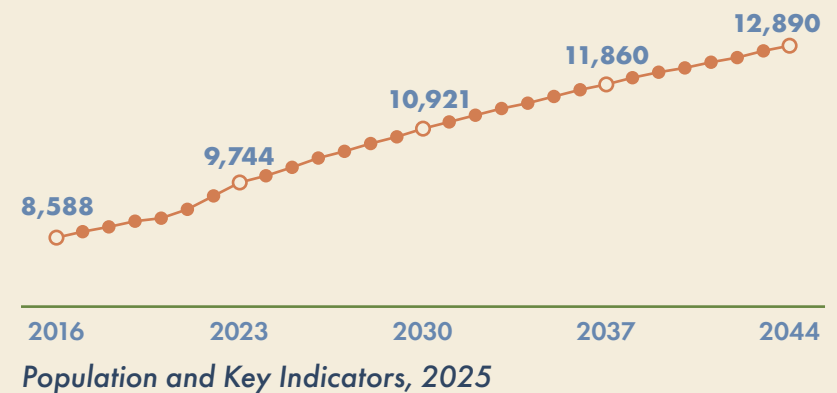
The median age of the population in Tantramar (43.9 years old) is less than that of the province (46.8 years old). This age distribution across the different age ranges is very similar between Tantramar and New Brunswick, except for 20-29 year olds, where the town (15%) has a higher proportion compared to the province (11%), and the proportion of 50 - 59 year olds is approximately 3% lower than the province.

Age Range (years)	Proportion of the Population in Tantramar	Proportion of the Population of New Brunswick
0 - 14	14%	14%
15 - 19	5%	5%
20 - 29	15%	11%
30 - 39	12%	11%
40 - 49	12%	13%
50 - 59	12%	15%
60 - 69	14%	15%
70 - 79	10%	10%
80+	6%	5%
Average Household Size	2.2	2.3
Median Age	43.90	46.8

Source: Statistics Canada, Census 2001, 2006, 2011, 2016, 2021. Esri, Age by Sex Report (2025)

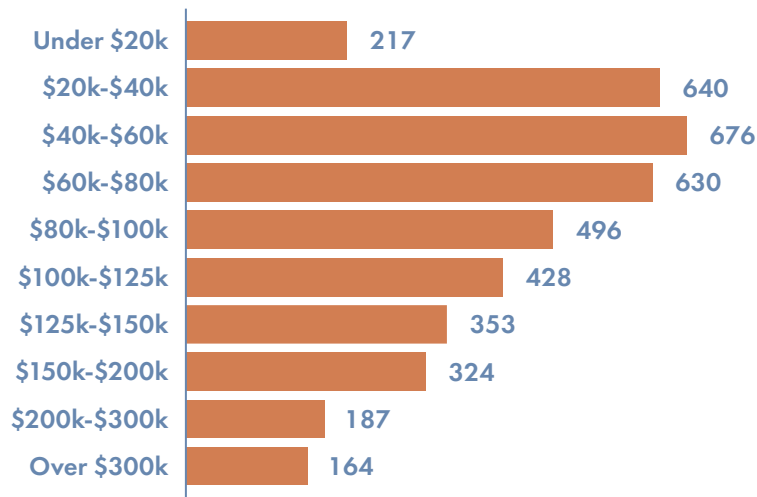
Projected population trends

The population of Tantramar is projected to increase, with a population around 13,000 by 2044.

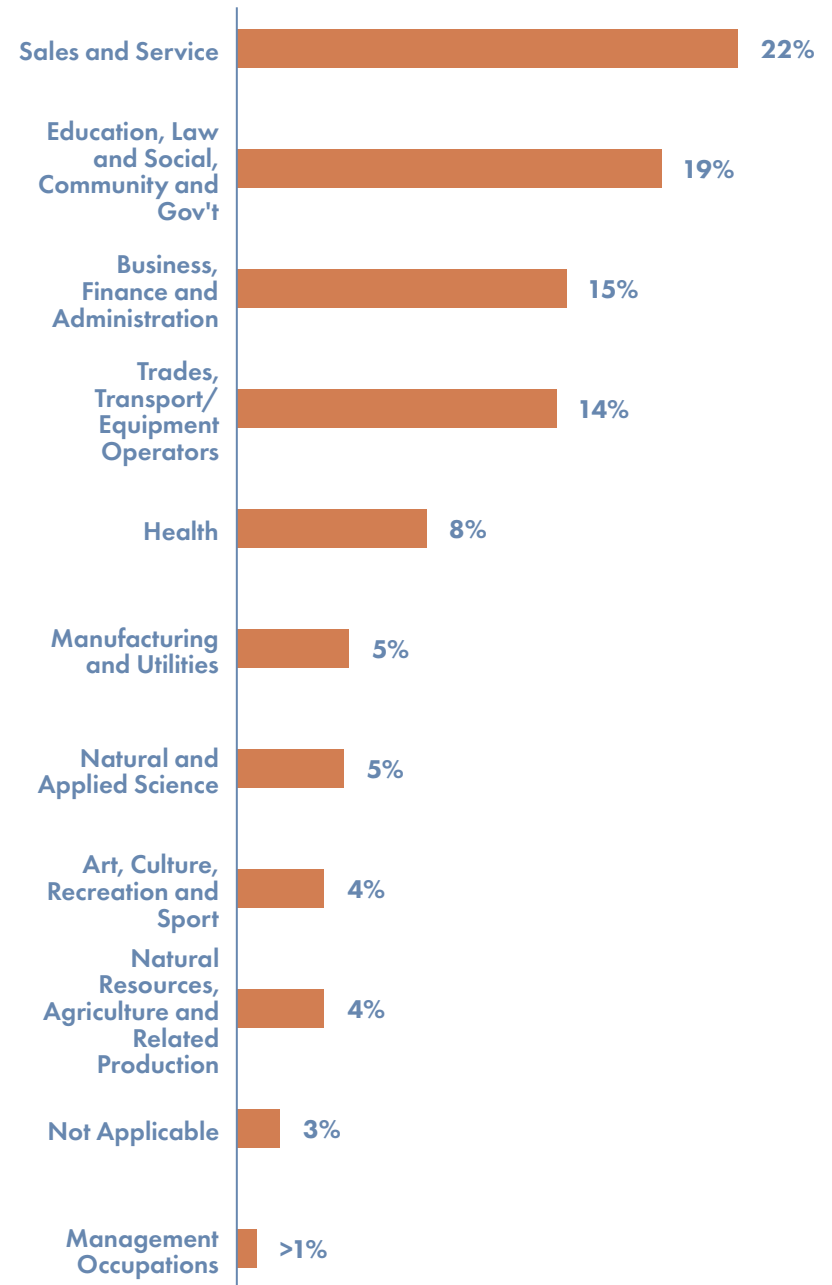


Employment and income

In Tantramar, the projected average annual household income in 2024 was \$97,679 and the median household income was \$76,287 (detailed income profile Canada, 2025). The unemployment rate is 8.2%, which is a decrease compared to 2019, when the unemployment rate was 9.5%. In Tantramar, the top three occupations were sales and services (22.38%), education, law and social, community and government services (18.99%), and business, finance and administration (14.74%). The top three industries that employ the labour force in Tantramar are accommodation and educational services (19.09%), health care and social assistance (12.54%), and retail trade (9.72%). In Tantramar, 4.8% of the population makes below \$20,000, and 17.3% of the population makes below \$40,000 annually.



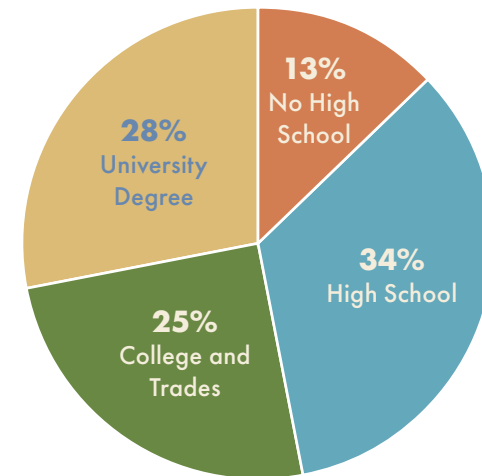
Demographic Profile Report, 2025



DEP Occupation Profile Canada, 2025

Education

When looking at the highest level of education obtained by residents over the age of 15 in Tantramar, 51.4% of the population has taken part in higher education. 27.2% of the population has a university degree, 24.2% have a college or trades degree, 33.9% have obtained a high school diploma, and 13.1% of the population does not have a high school diploma.



Community demographics report, 2025

Health

The New Brunswick Health Council has collected data based on the Population Health Model, which is based on the six indicators of population health: demographic context, physical environment, health behaviours, social and economic factors, health services and health outcomes. This report offers a comprehensive understanding of the individuals who comprise the communities and workforce in the province. The data for Tantramar is from [Health Zone 2: Moncton and South-East Area](#), within the community cluster of Sackville, Dorchester, and Port Elgin. The following provides key insights:

- For physical activity, children (24.7%), youth (22.5%) participate in 60 minutes per day of moderate or vigorous intensity physical activity over the last 7 days. For children, this is above the provincial average of 21.9%, while youth are below the provincial average, which is 23.9%.
- Adults (54.8%) and seniors (49.4%) participate in at least two and a half hours of moderate or vigorous physical activity per week. Both are above the provincial average for adults (51%) and seniors (47.4%).
- 63% of youth volunteer outside of school, which is above the provincial average of 59.1%.
- The sense of belonging for youth (somewhat strong or very strong) is 18.1%, which is the same as the provincial average.
- 92.8% of the community cluster has access to a primary care provider, compared to the provincial average of 89.9%.
- 89.8% of the community cluster has a family doctor, compared to the provincial average of 86%.
- Youth have symptoms of depression (43.5%) and anxiety (49.6%) but have also been found to have a moderate to high level of mental fitness (having a positive sense of how they feel, think and act) of 76.1% and pro-social behaviours (88.2%).
- For good or excellent perceived mental health for adults (53.2%), seniors (53.4%), as well as good or excellent perceived health in adults (42%), seniors (29.4%).
- Children (45.9%) and youth (28.4%) were found to be overweight or obese.

The Gini Coefficient

The Gini Coefficient is a Statistics Canada measurement of inequality based on income, wealth or consumption across a given population. The measurement is on a scale of 0 to 1, the higher values indicate that a larger inequality exists. If the value was 0, it would indicate that there is no inequality, and everyone has the same income for example. Tantramar's Gini Index score indicates a similar income equality distribution when compared to the province and neighbouring communities. Below are the Gini index scores based on adjusted household after-tax income from the 2021 Census:

- Tantramar, NB Gini Index Score: 0.285
- Amherst, NS Gini Index Score: 0.273
- Shediac, NB Gini Index Score: 0.258
- New Brunswick's Gini Index Score: 0.272



2.3 Additional 'Big Data' Insights into Recreation Demands and Preferences

Demands and expectations for recreation are strongly influenced by the life stage of a person(s) within a household, as well as a variety of other demographic indicators and characteristics. The emergence of analytics tools and resources can help municipalities to better understand the cultural landscape and desires of the community and how they influence the needs and wants for programming, facilities, and services.

Environics Analytics PRIZM is a segmentation system that classifies Canada's Neighbourhoods into 67 unique lifestyle types. This unique tool incorporates data from over a dozen demographic, marketing, and media sources to analyze and understand consumers, customers, and markets. The segmentation summary for Tantramar indicates that the three largest segments of the population in 2024 were:



Down to Earth (22.0%)

- The largest PRIZM segment in Canada, comprised of older couples and families in rural communities.
- Most of this segment are homeowners of single-detached homes, earning average incomes from blue collar work such as agriculture, construction and trades.
- Leisure activities often take place close to home and in nature for this segment, enjoying hunting, fishing and gardening as well as quieter hobbies such as crafting and home improvement projects.
- The demographic has a strong value of fulfillment through work, strives to maintain and understand their historical roots and value National pride.
- Often turning to nature to recharge, disrupt their daily routine, and enjoy activities that take them outside.



Backcountry Boomers (13.4%)

- A predominantly older segment made up of empty-nest couples and singles living in small towns and rural communities across Canada.
- Most of this segment are long-time homeowners in modest single-detached houses, with below-average household incomes earned through blue-collar and resource-based work.
- Leisure time is centered around home, community and the outdoors, with common activities including fishing, hunting, gardening, hiking, snowmobiling, and at-home hobbies like crafting and DIY projects.
- This demographic values tradition, practicality, and a strong sense of place, showing pride of place, preference and trust in small businesses, and interest in maintaining local and historical roots.
- Backcountry boomers frequently seek rejuvenation in nature using outdoor activities and time outside to break routine and reconnect with their surroundings.

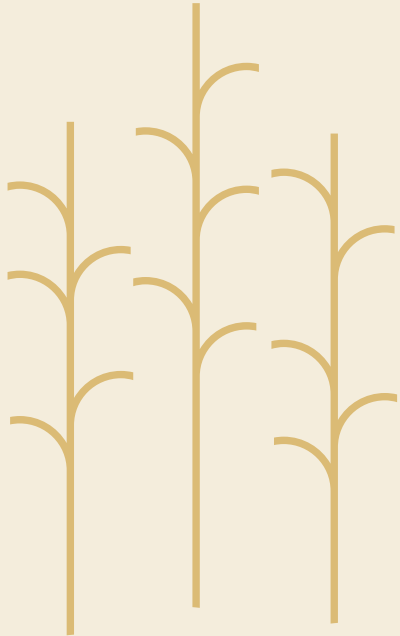


Suburban Recliners (11.9%)

- One of the older segments, living in the suburban areas around small and midsize population centres.
- This demographic is mostly empty-nesting couples and older singles living alone. 40% of suburban recliners are over the age of 65.
- This segment typically lives in single-detached home and low-rise apartments and are equally likely to be owners as renters.
- Leisure pursuits for this demographic often include community theatre, craft shows and gambling.
- Suburban recliners are socially progressive and have a casual approach to life, optimistic about the future and value strong work ethic.

Key Population and Demographic Insights

- The population of Tantramar is projected to steadily increase to around 13,000 residents by 2044, indicating increasing long term demand for parks, trails, and recreation infrastructure.
- Tantramar has a relatively balanced age profile that supports year round, multi-generational recreation and parks programming.
- There is a strong presence of young adults influenced by the university, which could indicate support for flexible, informal, and social recreation opportunities such as trails, fitness spaces, drop in sports, and accessible active transportation connections.
- While Tantramar includes a significant proportion of adults and seniors, participation in physical activity among both adults (54.8%) and seniors (49.4%) exceeds provincial averages. This suggests strong demand for low-impact trails, nature-based recreation, walking programs, and age-friendly park design that supports active aging.
- The PRIZM profiles of Tantramar suggest nature-oriented lifestyles and strong community engagement.

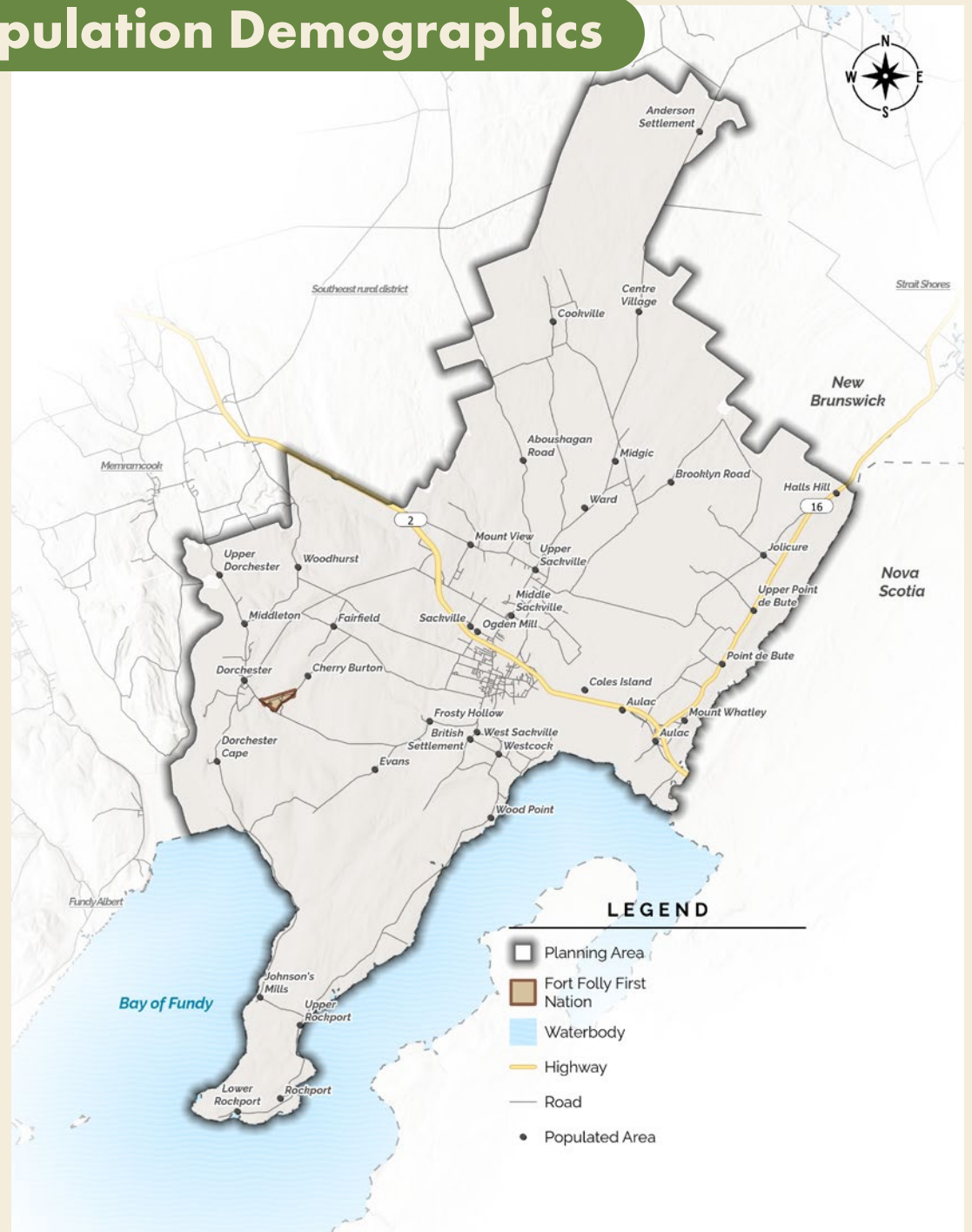


2.4 Spatial Overview of Population Demographics

The following maps reflect the spatial analysis undertaken to better understand how these spatial characteristics may have an impact on the needs of recreation and parks services.

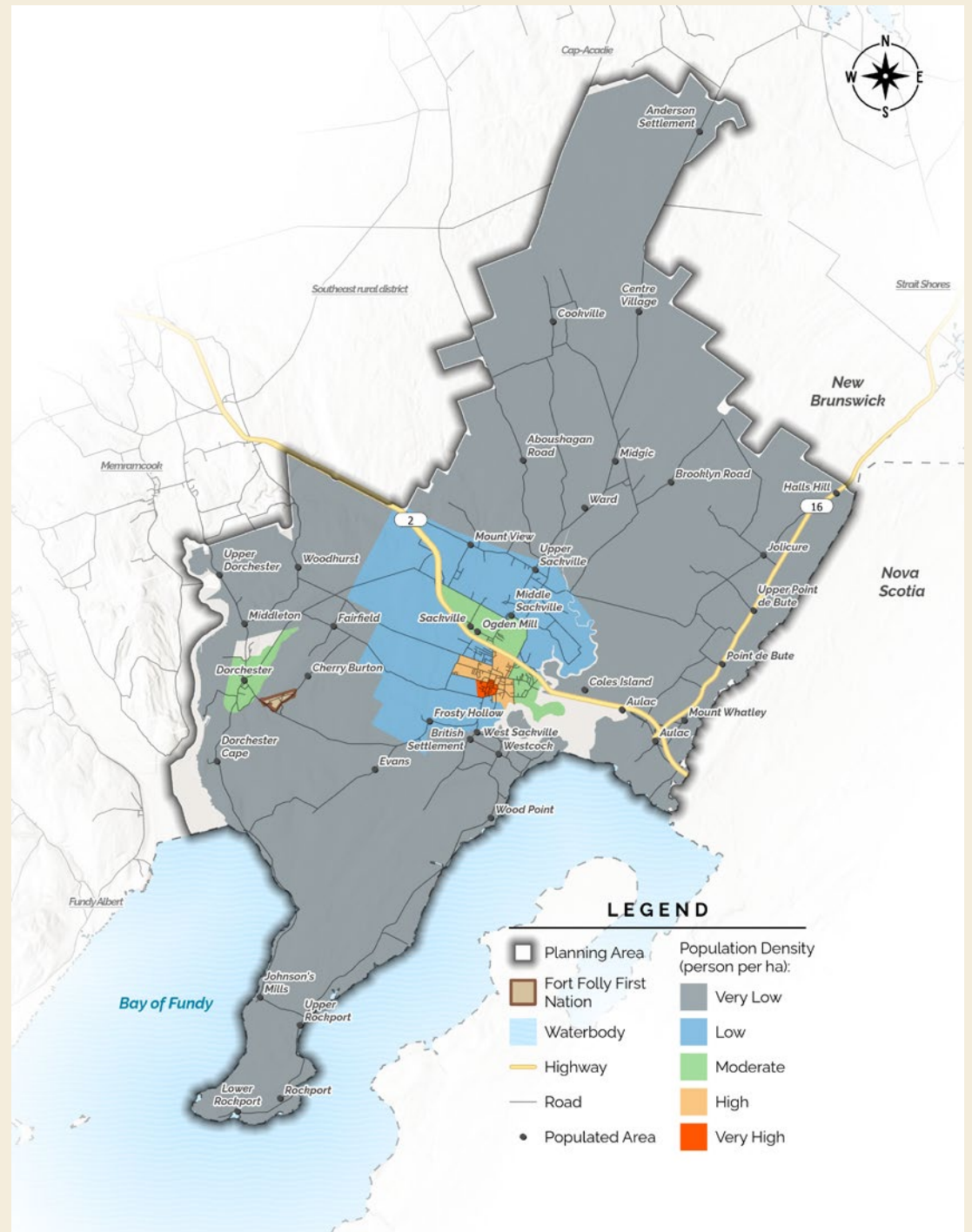
Planning Area

This map illustrates the planning area for Tantramar. An important component of understanding the needs and demands of residents is understanding the community composition throughout the town. This analysis can assist in determining investment priorities for facilities and spaces, as well as programming and service development. Geospatial analysis provides key insights into community demographics that will help to inform the strategic direction of the Master Plan.



Population Density

The following map highlights areas of population density across dissemination areas in the town. Areas of red have a very high population density compared to other areas in grey that have low population density. High population density is mostly found in the central part of Tantramar.



Multiple Deprivation Index

Equity is the acknowledgement that individual rights and opportunities are fundamental and not dependent on identity. It relates to the effort to understand and provide the different levels of support people need to enjoy full, healthy lives. Therefore, as it relates to the public investment in recreation, equity ensures that everyone receives the appropriate investment based on their individual or unique needs. Some communities, geographic and social, need more investment because they have been historically underserved.

No one factor of identity can determine if a community has been historically underserved, it is important to consider various facets of identity that may indicate communities which are equity deserving in our planning and investment.

It is important to understand the inequities that may exist throughout the town. The Canadian Index of Multiple Deprivation data set developed by Statistics Canada was analyzed to understand equity in Tantramar. The Canadian Index of Multiple Deprivation allows for an understanding of inequalities through various measures of social well-being, including health, education, housing, income and justice. There are four dimensions of multiple deprivation and their corresponding indicators, the following figure can be applied to the Atlantic Region.

THE FOUR DIMENSIONS OF MULTIPLE DEPRIVATION AND THEIR CORRESPONDING INDICATORS, ATLANTIC REGION, 2021

Ethnocultural Composition	Economic Dependency	Residential Instability ²	Situational Vulnerability
<ul style="list-style-type: none"> Proportion of the population which are recent immigrants Proportion of population that is foreign-born Proportion of the population self-identified as visible minority Proportion of population with no knowledge of either official language (linguistic isolation) 	<ul style="list-style-type: none"> Dependency ratio (population aged 0-12 and population aged 65 and older divided by population aged 15-64) Proportion of population participating in the labour force (aged 15 and older) ¹ Ratio of employment to population ¹ Proportion of population who are aged 65 and older 	<ul style="list-style-type: none"> Average number of persons per dwelling Proportion of persons living alone Proportion of population that are youth (aged 5-15) Proportion of children younger than age 6 	<ul style="list-style-type: none"> Proportion of single parent families Proportion of the population identified as indigenous Proportion of homes needing major repairs Proportion of the population that is self-employed Median dollar value of dwelling ¹

1. This indicator was reverse-coded, meaning it was coded opposite of the measure. For example, proportion of the population that is married or common-law becomes proportion of population that is single, divorced, separated or widowed.

2. The scores for this dimension were reverse-coded, meaning that the order of the scores was reversed, so that higher scores indicate higher residential instability and lower scores indicate lower residential instability.

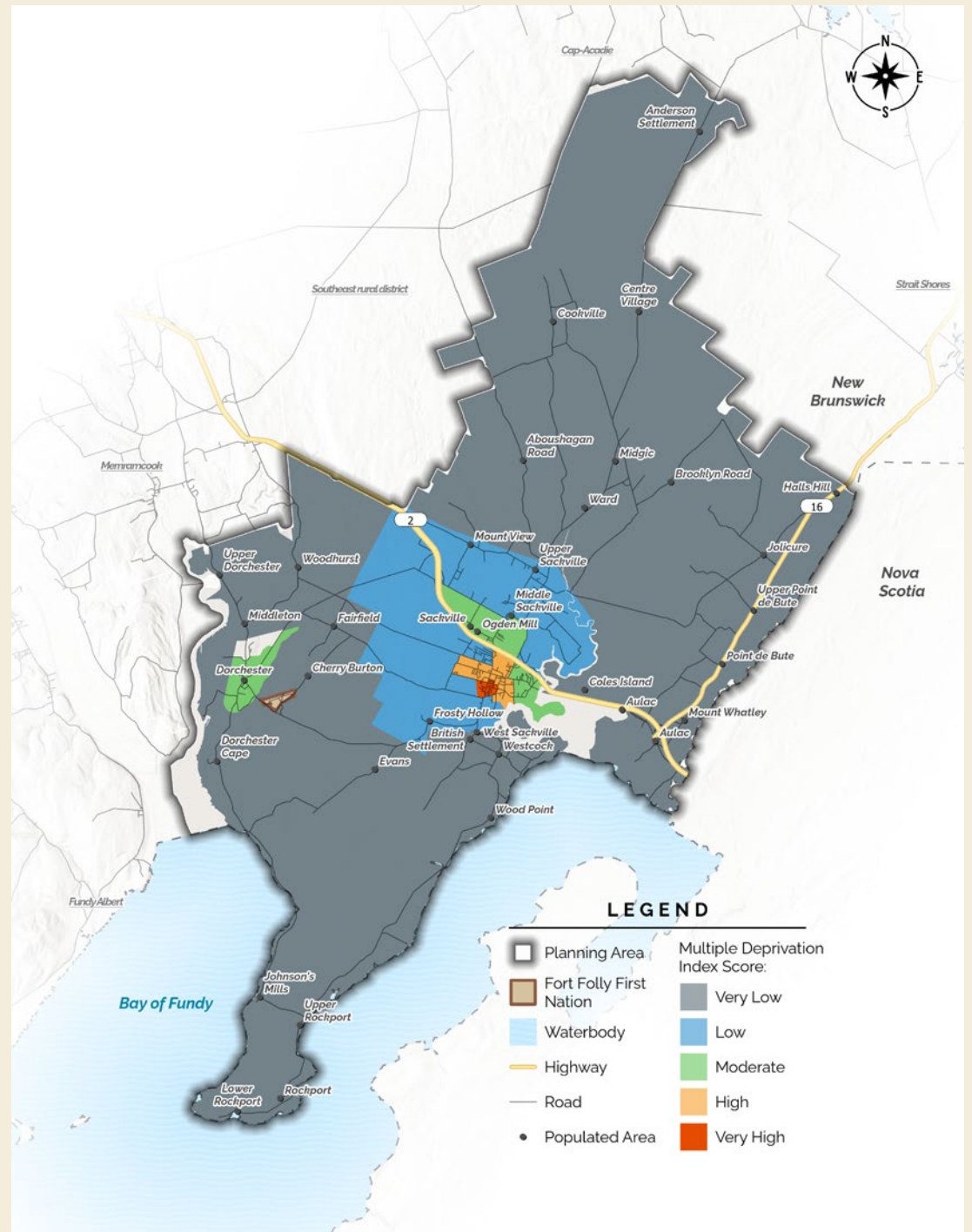
Note: The Atlantic region includes the provinces of Newfoundland and Labrador, Prince Edward Island, Nova Scotia and New Brunswick. The dimensions are ordered such that the dimension on the left explains the highest percentage of the variance of the data and the dimension on the right explains the lowest percentage.

Source: Canadian Index of Multiple Deprivation 2021, based on the 2021 Census of Population Long-Form.

This map illustrates the analysis of the town; areas in red indicate areas of higher deprivation relative to other areas in the town. These areas may warrant additional attention and potential investment to address the unique barriers that residents in these areas may face to engage in active living.

Key Insights:

- There is an area of very high deprivation in the central area of the municipal boundary.
- Areas of high deprivation are identified in the eastern side of the municipal boundary and in Dorchester.
- There are two areas of moderate deprivation on the western side of the municipal boundary.
- The following areas of the municipal boundary are identified to have low or very low levels of deprivation.



Catchment Maps

The following maps identify a variety of community services throughout Tantramar and capture data demonstrating the driving catchments for these amenities. Blue is a 5-minute walking catchment, yellow is 10 minutes, dark grey is 15 minutes and areas with no colour are outside the 15 minute driving catchment area for the amenities identified in the map.

Drive catchments add value by revealing how accessible facilities are for nearby residents and where drivability barriers limit reach. This helps a municipality identify service gaps, prioritize investments, and ensure strategic decisions are grounded in clear, equity-focused spatial evidence.



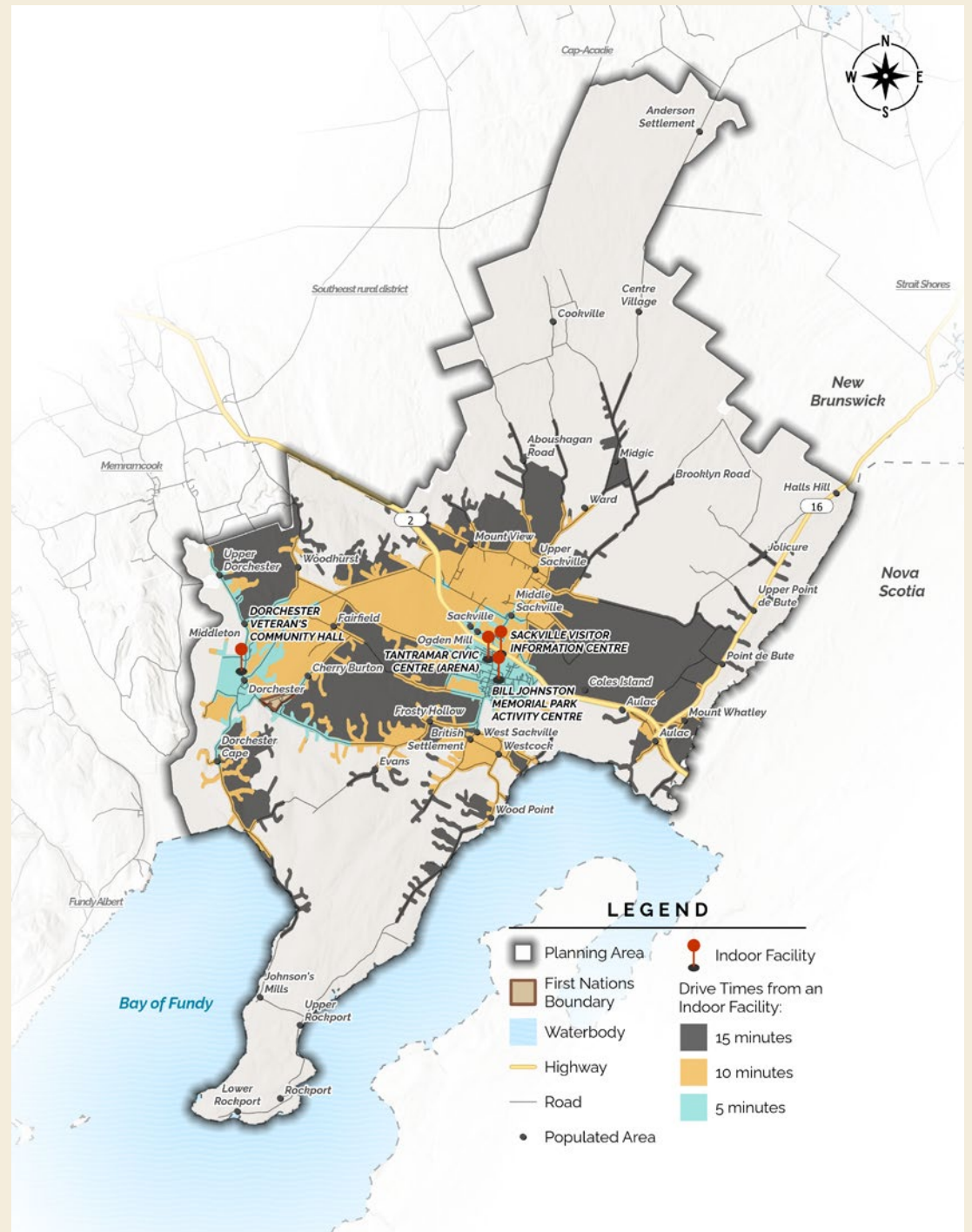
Indoor Facilities

Quick Fact:

In Tantramar, 45% of residents can reach an indoor facility within a 5-minute drive, 71% within 10 minutes, and 82% within 15 minutes.

The following table summarizes the percentage of residents with access to each indoor facility at 5-, 10-, and 15-minute drive times.

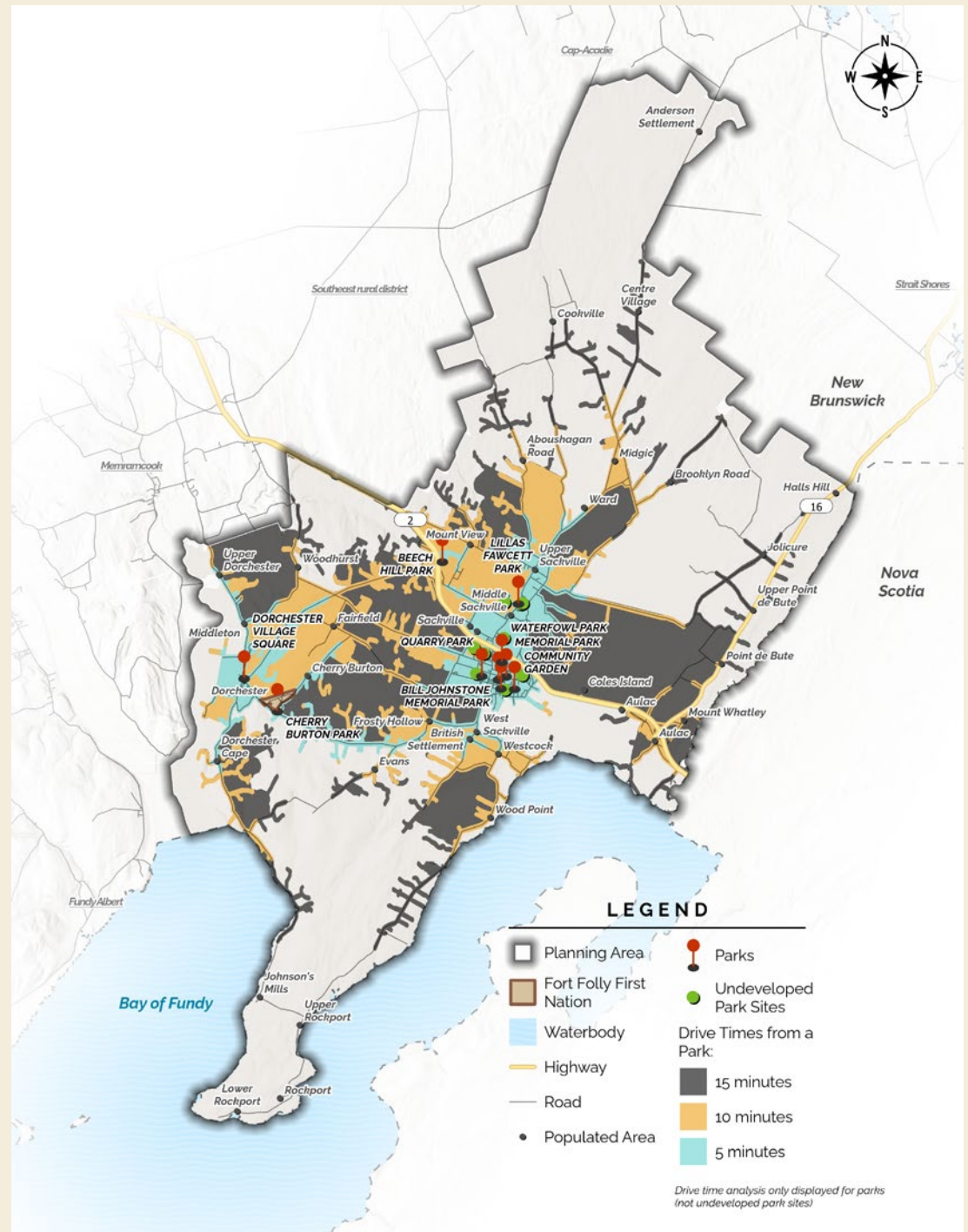
	5 Minute Drive	10 Minute Drive	15 Minute Drive
Tantramar Veterans Memorial Civic Centre(Arena)	29%	57%	69%
Bill Johnstone Memorial Park Activity Centre	40%	52%	68%
Dorchester Veteran's Community Hall	5%	12%	65%



Parks

Quick Fact:

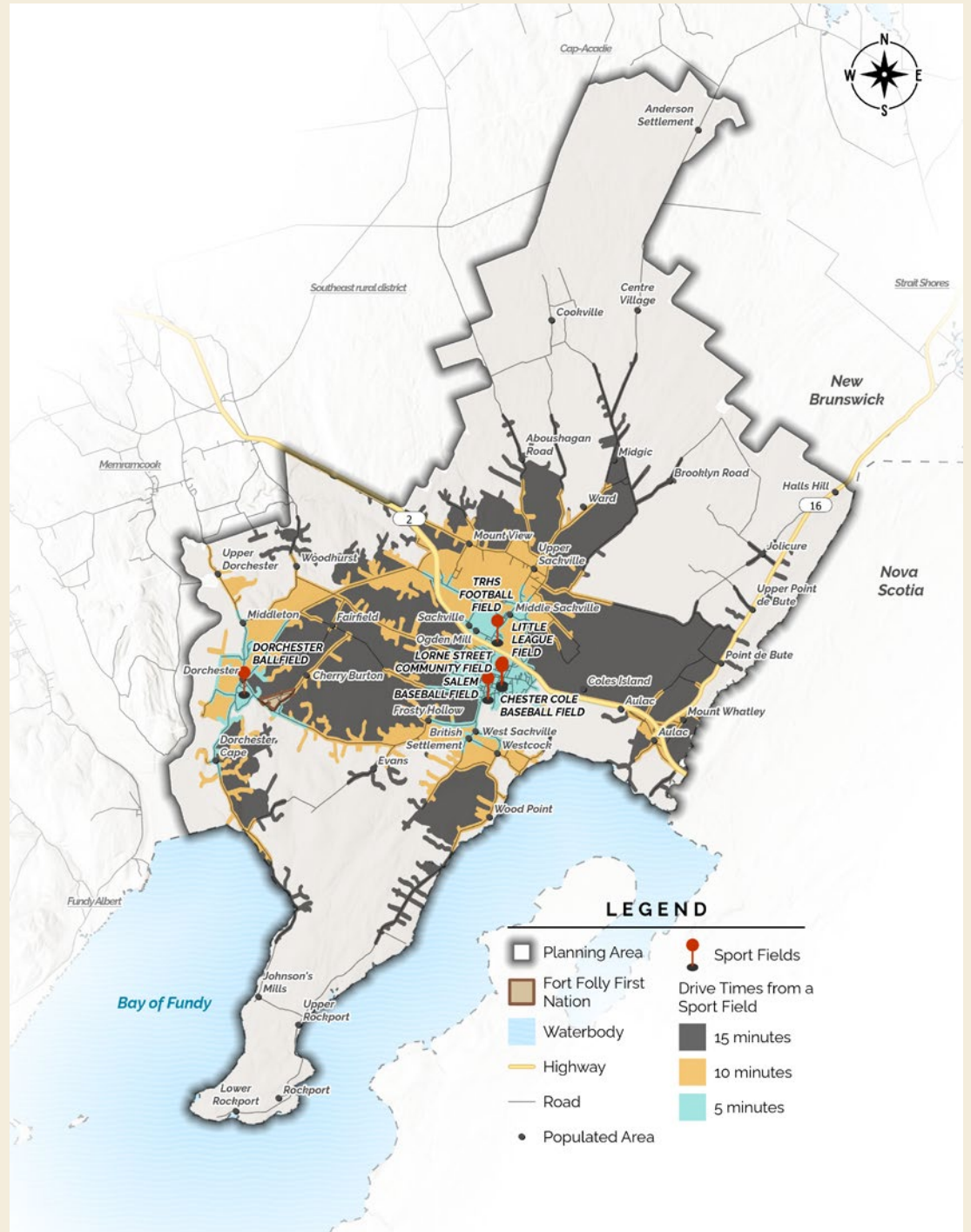
In Tantramar, 53% of residents can access a municipal-owned park within a 5-minute drive, 73% within 10 minutes, and 83% within 15 minutes.



Sport Fields

Quick Fact:

In Tantramar, 48% of residents can access a sport field within a 5-minute drive, 71% within 10 minutes, and 82% within 15 minutes.



3.0 PLANNING AND POLICY CONTEXT

A planning and policy review was conducted to support the creation of the Recreation Master Plan, providing an understanding of the existing strategic framework and operational realities of the Town. The following section outlines the key local, regional, provincial, and national planning and policies relevant to the Master Plan.

Expanding excavations...
Des creusements plus significatifs...

Near these falls, in the Pickard's back field, excavations began in the 1880s, and by the 1910s had reached their maximum. Sixty years later, Mount Allison's final excavations pushed back the earlier quarry and created a new pond.

Près de ces chutes, dans ce terrain insignifiant des Pickard, les travaux d'excavation ont commencé dans les années 1880 et ont atteint leur apogée dans les années 1910. Soixante ans plus tard, les dernières interventions de Mount Allison ont permis de déplacer la carrière précédente et de créer un nouvel étang.

Étang Pickard Pond
1910s

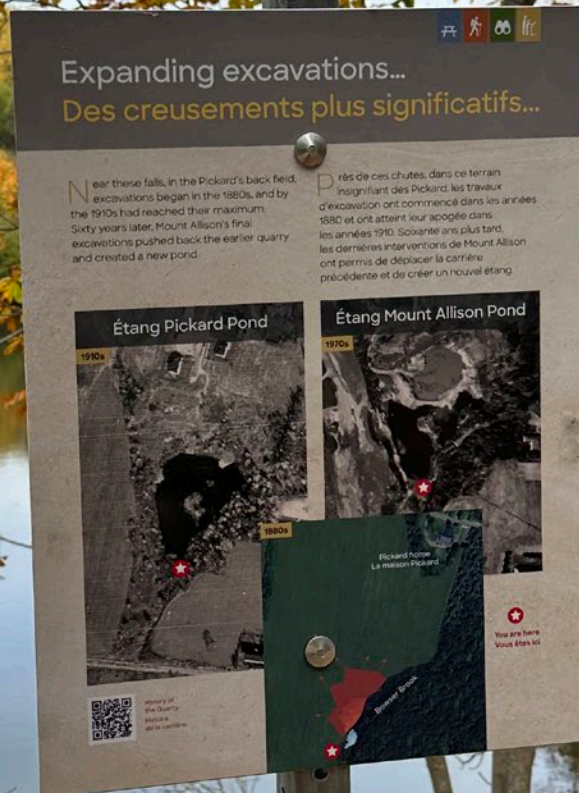
Étang Mount Allison Pond
1970s

1880s

Pickard House
La maison Pickard

Mount Allison
Université Mount Allison

Here are some
Voilà, états les



3.1 Local and Regional Planning and Policy Document Review

Document Name	Purpose	Relevance
Tantramar New Brunswick Strategic Plan (2025)	The plan serves as the main strategic document for Tantramar. It sets out short-term and long-term priorities for the town from 2025 to 2028.	<p>The document provides the vision, mission and values for Tantramar, followed by pillars, and each pillar is accompanied by goals. It also includes a comprehensive list of plans and reviews to be completed, and for 2025, a Recreation Master Plan is noted. Within the pillar “supporting social and cultural connections to build out community”, under goal 11 “a healthy and active community”, creating a recreation master plan is noted there to guide investments in recreation facilities, services and programs in time for consideration in the 2026 budget.</p> <p>This strategic plan provides the policy context and priorities that ensure the Recreation Master Plan aligns with broader community objectives and supports evidence-based decision-making.</p>
Accessibility Review Tool for the Dorchester Veteran's Community Hall (2025)	The Ability New Brunswick review tool assesses the Dorchester Veteran's Community Hall entrances, interior features, seating area (downstairs), two kitchens, washrooms, urinals, assembly area (upstairs), wayfinding/signage, emergency/evacuation, parking, routes from parking to entrance and an outdoor ramp.	<p>This report identifies accessibility gaps and opportunities at the Dorchester Veteran's Community Hall, ensuring that facility upgrades and programming are inclusive of all users. It supports planning decisions that exceed minimum accessibility standards, enhances user experience, and aligns with universal design principles for long-term facility improvements. Key priorities highlighted in the accessibility review include:</p> <ul style="list-style-type: none"> • No stage access • Gravel parking • Wayfinding signage
Tantramar Priority Action Plan (2024)	Outline priority actions for the municipality for the year 2024.	<p>The action plan outlines key actions that the municipality is committed to achieving in 2024. Actions relate to areas of:</p> <ul style="list-style-type: none"> • Governance • Financial sustainability • Livable communities <p>The action plan provides important insight into municipal priorities and commitments for 2024, including the development of an asset management plan.</p>

Document Name	Purpose	Relevance
Tantramar Energy Audit (2024)	This report provides information from energy audits on the three highest energy consumers in the municipality, which include the Tantramar Veterans Memorial Civic Centre, Tantramar Public Works Depot, and the Dorchester Veterans Community Centre.	<p>It is noted that the Tantramar Veterans Memorial Centre (arena facility) has a higher than average energy use intensity as it experiences high usage and has a lack of heat recovery from the ice plant.</p> <p>The Dorchester Veterans Community Centre has a lower than average energy intensity, however, even with that, it is not considered energy efficient because it has low occupancy.</p> <p>These findings highlight the importance of exploring both operational efficiencies and potential capital upgrades to improve energy performance across municipal recreation facilities.</p>
Capital Asset Report Tantramar Veterans Memorial Civic Centre (2023)	This document provides a capital asset report for the Tantramar Veterans Memorial Civic Centre, which includes a condition report for life cycle and capital planning.	<p>Veterans Memorial Civic Centre, which states it was built in 2003, its primary use is for recreation, and it is located in Sackville. The report outlined timelines for replacement ranging from 2-5+ years, the condenser, dehumidifier, and controls all fall in the 2yr replacement timeline range.</p> <p>Overall, this document highlights upcoming capital requirements for the Veterans Memorial Civic Centre, which could affect budgeting and long-term usage of the facility.</p>
Tantramar New Brunswick Health and Fitness Allowance Policy (2023-03)	A policy to encourage employee wellbeing through physical health and fitness in an effort to improve workplace wellness (e.g. positive workplace culture).	Demonstrates the Town's commitment to promoting employee health and wellness, supporting active lifestyles, and a culture of participation in recreation programs and facilities (e.g. health spending supports to join fitness classes, memberships, sports teams).
Accessibility Review Tool for Tantramar Veteran's Memorial Civic Centre (2023)	The Ability New Brunswick review tool assesses the Tantramar Veterans Memorial Centre for accessibility, highlighting areas of strength and identifying opportunities for improvement. It provides a confidential set of recommendations for design modifications and adaptations to enhance accessibility, support participation by persons with disabilities, and improve access for all visitors.	This report identifies accessibility gaps and opportunities at the Tantramar Veterans Memorial Centre, ensuring that facility upgrades and programming are inclusive of all users. It supports planning decisions that exceed minimum accessibility standards, enhances user experience, and aligns with universal design principles for long-term facility improvements.

Document Name	Purpose	Relevance
Town of Sackville Strategic Plan (2022)	The plan serves as the main strategic document for the Town of Sackville. It sets out short-term and long-term priorities for the town.	<p>The plan includes a series of strategic directions, each accompanied by actions. Strategic Direction #6 'Quality Lifestyle' includes an action for Recreational Excellence, which includes actions to:</p> <ul style="list-style-type: none"> • Update the Sackville Recreation Master Plan • Support a broad range of recreational facilities and programs • Focus on active living • Strategic Direction #3 'Ensure Well-Maintained and Sustainable Public Infrastructure' includes an action to update ageing infrastructure, which includes actions to: • Strengthen the capability and capacity within the Municipality to manage all of the Town's assets so that they are affordable, dependable and sustainable in the long-term. • Improve the Town's ability to leverage funding opportunities for the development and renewal of infrastructure through federal or provincial programs and other partnerships.
Town of Sackville Recreation Master Plan (2019)	The plan serves as a strategic guidepost for recreation planning in Sackville from 2019 to 2024.	<p>The Town of Sackville has had two Recreation Master Plans prior to this one. Objectives of the current master plan are to:</p> <ul style="list-style-type: none"> • Assess future recreation needs of residents based on demographics • Use the SERSC recreation asset map to assess existing recreation infrastructure • Review current recreation policies and human resource capacity • Develop recommendations for the future of recreation in Sackville • The plan provides useful insight into: <ul style="list-style-type: none"> • Demographic trends in Sackville • Population growth • Current state of recreation in Sackville • Expenditure on recreation over time • An assessment of current recreation facilities and programs • Community views and preferences • The plan ends with a series of strategic directions to guide the future of recreation in Sackville.

Document Name	Purpose	Relevance
Exit 506 Land Use and Functional Planning Study (2018)	The purpose of the plan is to outline development opportunities for the land surrounding the Exit 506 transit route.	<p>The plan discusses development options for the land surrounding the Exit 506 transit route.</p> <p>The plan emphasizes the need for increased active transport routes in Sackville.</p> <p>It is recommended to develop a recreation park and trail network in the floodplain area of the new development.</p> <p>The Tantramar Marsh is identified as a significant opportunity for open space and recreation development.</p>
Town of Sackville Asset Management Plan (2018)	Provides clear inventory and condition assessment of municipal assets to support sustainable, long-term infrastructure planning. It serves as a decision-making tool to guide capital budgeting, prioritize investments, and ensure reliable, cost-effective service delivery.	<p>Asset management is important for the Town to be able to provide residents and visitors alike with services such as recreation and culture. Between 2010 and 2014, the Town heavily invested in parks and recreation (\$1.8million).</p> <p>To monitor the condition of assets (e.g. walk through for baseline data collection), key asset classification typically inspected for recreation components include physical components such as playgrounds, bleachers, back stops, splash pads and benches.</p> <p>This highlights the need to integrate asset management practices into recreation and parks planning to ensure sustainability and maximize existing valuable assets.</p>
Bylaw No. 283 A Bylaw to Regulate the use of Parks in the Town of Sackville (2017)	The bylaw sets out the rules and regulations that govern the use of municipal parks in the Town of Sackville.	The bylaw sets out the rules that govern municipally owned parks in Sackville. It also outlines the consequences of violating the rules and regulations.
Greening Sackville Progress Update (2017)	Provides an overview of the progress from the Master Plan (2005) including what actions are completed, incomplete, in progress and of unknown status.	<p>The following outlines the progress of actions from the Master Plan.</p> <ul style="list-style-type: none"> • A park project that was completed was a new soccer field behind the town hall (under greenspace-urban landscape). • The town has been maintaining its urban forest through tree planting. • Progress is in place for creating designated biking and hiking loops using the marsh roads and the development of Quarry Park. • In terms of the Green Link System, on the reservoir Brook Trail, the southern section of the TCT to Lorne St has been linked. • In Beech Hill Park, vehicle traffic has been restricted. <p>Overall, the majority of action items remain incomplete, which highlights areas the Town can direct focus to moving forward to continue implementing the vision from the Greening Sackville Master Plan.</p>

Document Name	Purpose	Relevance
Town of Sackville Memorial and Donations on Municipal Lands Policy (2017)	A policy to govern the planting or designation of memorial trees/the placement/designation of memorial benches on municipal lands in the Town of Sackville.	Relates to the Department of Parks and Facilities, as well as municipal parks and open spaces in Sackville, where residents and visitors recreate and gather, ensuring these spaces are managed consistently and respectfully.
Town of Sackville Community Development Grants Policy (2015)	The policy provides a guide to ensuring the awarding of municipal grant funding to volunteer organizations is transparent and fair.	<p>The policy outlines the funding programs/avenues available to community groups and who they are designed for.</p> <p>Additionally, the policy covers:</p> <ul style="list-style-type: none"> • Guidelines for offering the grants • The roles and relationships between the Town and community groups, once awarded a grant • How the funding amount is decided and how the money is awarded • The application evaluation process
Sustainable Sackville	This plan serves as a roadmap for sustainability in Sackville.	<p>The plan includes principles for how sustainability will be achieved in Sackville.</p> <p>The plan is structured around several focus areas for making Sackville more sustainable. Each focus area is accompanied by a breakdown of key actions for different areas of municipal operations, as well as actions for residents.</p> <p>A focus area relevant to recreation is:</p> <p>Recreation Opportunities, this focus area aims to provide recreation and leisure opportunities that meet the needs of residents while protecting the natural environment. Actions include: strengthening partnerships, encouraging volunteerism, active transport, and greener alternatives in maintenance and development.</p>
Greening Sackville A Master Plan for Greenspaces and Trailways (2005)	The plan provides an overview of the existing greenspaces, parks, and trails infrastructure and creates a long-range vision to meet recreational and environmental objectives.	<p>Waterfowl and birdwatching was adopted 15 years before 2005 as a recreation and development theme for the community.</p> <p>Some recommendations from this plan include implementing an active transportation plan, developing a sports field adjacent to Salem elementary school, securing Beech Hill Park and Reservoir Lands as a Regional Park, revisit bylaws to support side walks, trail linkages and cycle lanes, and more (pg. 3).</p> <p>The plan also notes that a closer working relationship between the Town Recreation Department and the Planning Commission is required. Overall, these recommendations remain important to provide continued direction for recreation planning in Tantramar as it touches on the integration of recreation, land use planning, and natural assets (e.g. green spaces).</p>

3.2 Provincial and National Planning and Policy Document Review

Policy/Plan	Purpose	Relevance
Provincial		
NB Recreation and Sport Policy Framework (2017)	Provincial strategies to support the evolution of New Brunswick's recreation and sport delivery system to ensure that individuals and communities fully benefit from the system and enhance the quality of life for residents.	The policy framework is designed to clarify the goals, roles and responsibilities of recreation and sport delivery partners. Coordinate roles within the recreation and sport delivery system to create synergies between partners and stakeholders allowing for consistent policies. This policy framework has been designed to influence and guide the work of recreation and sport delivery system for planning and decision making, as such this document will provide direction for the Master Plan.
Let's Get Moving New Brunswick! Physical Activity Strategy (2026)	A provincial strategy that establishes a shared vision and coordinated framework to increase physical activity, reduce sedentary behaviour, and create supportive environments where New Brunswickers of all ages can integrate movement into daily life.	<p>The document outlines a vision and call to action: New Brunswickers live, work, learn, and play in environments that encourage being active and moving in ways that matter as part of daily life. The benefits of physical activity and cost of inactivity are outlined in the document. There are five principles that are meant to be considered in every part of the strategy:</p> <ol style="list-style-type: none"> 1. Every age and stage of life 2. Physical Literacy - building blocks for an active life 3. Work together for the benefit of everyone 4. Make decisions with reliable information 5. Equity, diversity, inclusion, and accessibility for all <p>The document also outlines five supporting pillars, each pillar contains actions to support common goal of increased movement and physical activity. The following outlines the supporting pillars:</p> <ol style="list-style-type: none"> 1. Partnership and Collaboration 2. Spaces and Places 3. Communication, Promotion, and Engagement 4. Education and Building Capacity 5. Leadership, Legislation, and Policy <p>The strategy provides a comprehensive, province-wide approach to improving health, well-being, and community vitality through physical activity. It emphasizes collaboration across sectors, evidence-informed decision-making, equity, and the creation of accessible spaces and programs. Its five guiding principles and five supporting pillars offer clear direction for planning, policy development, and implementation at the municipal level.</p>

Policy/Plan	Purpose	Relevance
National		
Canadian Sport Policy (2025 – 2035)	The purpose of this policy is to guide and inspire governments, institutions, organizations, and communities to work together toward a shared vision for sport in Canada. To create sport environments that are people-focused, reflect shared values, and enhance the health and culture of Canada and its communities.	The policy includes a vision and defines sport across both the participation and performance contexts of sport. Key actors of the policy are governments, sport and partner organizations, sport leaders, and places and spaces. There are a series of outcomes and objectives outlined in the policy, such as increasing participation rates, ensuring safe sport environments, advancing gender equity and reconciliation, increasing the capacity of organizations and leaders, supporting sustainable infrastructure, and promoting innovation and modernization in governance and sport systems. Followed by an implementation and measurement too.
The Spirit of Sport (2025)	This 10-year national strategy aims to strengthen Indigenous peoples' participation in sport, physical activity and recreation (SPAR) developed by the Aboriginal Sport Circle.	The strategy seeks to build a self-determined Indigenous SPAR system (I-SPAR) that thrives alongside, and reshapes, the mainstream Canadian system (C-SPAR). The document is grounded in Indigenous rights, cultures, and knowledge systems, while advancing reconciliation and systemic change. The plan takes a systems approach to promote mutually supportive systems between I-SPAR and C-SPAR for independent yet collaborative, sharing initiatives. The strategic focus areas include: 1. Advocacy & Awareness, 2. Relationships & Partnerships, 3. Leadership & Capacity Building, 4. Participation, 5. Sustainable Investments.
Moving Beyond Stagnation: Elevating Physical Activity in Canada (2025)	The ParticipACTION Report Card on Physical Activity for adults is a comprehensive assessment of adult physical activity in Canada.	The Report Card summarizes data from many sources across Canada to assign evidence-based grades across 17 indicators. Together, these indicators provide an assessment of the current state of physical activity among adults in Canada to improve the promotion and facilitation of physical activity among adults in Canada.
Framework for Recreation in Canada (2015) with Amendment (2024)	Canadian Parks and Recreation Association (CPRA) national level guiding document that establishes a vision for the delivery of recreation in Canada and five goals to guide recreation providers.	Provides an excellent starting point for recreation planning and a foundation for alignment with other communities and levels of government, bolstering the case for provincial and federal investments in recreation. Goals include supporting active living, inclusion, and access, connecting people with nature, creating supportive environments, and building sector capacity. In 2024, there was an update to the Framework, providing a robust look at the context of recreation in Canada including challenges and opportunities, new applications for the Framework and highlighting strategic ideas for each goal as the sector has increasingly been asked to play a role in crisis preparedness and response. This Master Plan broadly aligns with the Framework.

Policy/Plan	Purpose	Relevance
National Urban Parks Policy (2024)	This policy provides an interim framework for designating and managing national urban parks under Parks Canada’s National Urban Parks Program. The policy aims to ensure consistency across different governance models.	<p>There are three objectives of the policy include: 1. Establish a formal mechanism for designation, 2. Ensure consistency in the designation and management through common requirements, 3. Provide a flexible framework that allows for local decision-making.</p> <p>The guiding principles of the policy are: 1. Nature and climate, 2. Indigenous stewardship, 3. Respectful, inclusive and collaborative, 4. Knowledge-informed, 5. Precautionary, 6. Flexible. 7. Fiscally responsible.</p> <p>A series of key requirements and expected results are also outlined.</p>
Rally Report 2024: A Call to Reimagine Sport So All Girls Can Play (2024)	Canadian Women and Sport advocates for the rights and women to play sport in Canada. It is critical for decision-makers to be equipped with data and insights to understand the transformations the needs to happen in the sport system so all girls can play.	Highlights girls’ participation in sport (celebrating progress and uncovering gaps), experiences in sport for girls (motivations, barriers and key impacts) and a call to reimagine sport and physical activity. Reimagining sport can benefit everyone. Sport is for all. The calls outlined in this report will influence the development of the Master Plan.
Universal Code of Conduct to Prevent and Address Maltreatment in Sport (2022)	This core document puts forth a set of harmonized rules adopted by sport organizations that receive funding from the Government of Canada.	Advancing sport culture in a respectful way to ensure the delivery of inclusive, accessible, quality, welcoming and safe sport experiences. Outlines scope of application, prohibited behaviours, sanctions and public disclosure. Ensuring the safety of athletes in sport is essential to the development and enhancement of the sport delivery system.
National Active Transportation Strategy (2021 – 2026)	This strategy is Canada’s first national strategy to promote active transportation. The goal of the strategy is to expand and connect safe, accessible infrastructure, while supporting climate goals, healthier communities, and equitable access across different urban and rural areas in Canada	A vision for the future of active transportation is included. The strategy is guided by the A-C-T-I-V-E framework: Awareness, Coordination, Targets, Investments, Value, Experience. Each element of the framework has associated strategic directions. The strategy is a national commitment to active transportation as a core element of Canada’s sustainable future.
Global Action Plan on Physical, World Health Organization (2018 – 2030)	This document provides a global framework to reduce physical inactivity and promote healthier, more active societies. The report responds to slow progress on earlier targets and calls for stronger global, regional, and national coordination.	<p>The document outlines how physical activity prevents and treats major noncommunicable diseases while also benefiting mental health, quality of life and well-being. The plan can be connected to Sustainable Development Goal 3: health and well-being.</p> <p>The plan outlines a vision, mission and target (15% relative reduction in global physical activity by 2030). Along with 20 strategic objectives across the four areas of: 1. Active Societies, 2. Active Environments, 3. Active People, 4. Active Systems. The plan also includes a plan for implementation, monitoring and evaluation</p>

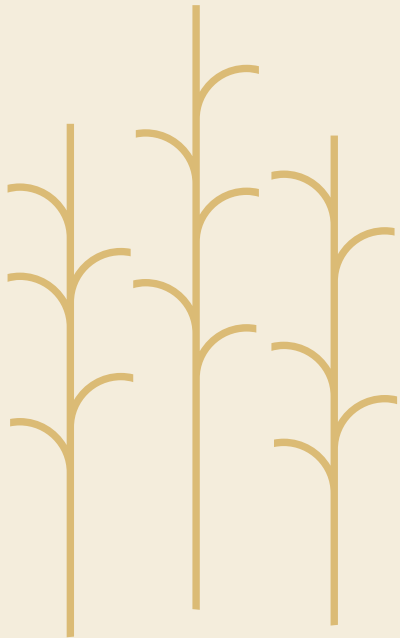
Policy/Plan	Purpose	Relevance																		
Let's Get Moving (2018)	Federal strategy with a common vision of building on existing efforts to get Canadians moving more and presents topics to address sedentary behaviour challenges.	Topics identified include establishing Cultural Norms to reduce sedentary behaviour, creating spaces and places that are supportive and accessible for physical activity to be part of daily life, expanding public engagement efforts, and on developing multi-sectoral partnerships to achieve shared outcomes. Many of these topics are addressed within this Plan.																		
Parks for All (2017)	Developed by the CPRA, this document presents actions, priorities and a vision for parks in Canada to support healthy environments and people, as well as four strategic directions to support service providers.	Strategic directions include collaboration (partnerships, expanding efforts in new sectors, strategizing beyond parks boundaries), connecting (raise awareness, facilitate experiences, share stories), conservation (expand and enhance parks and ecosystem services), and leadership (set examples for others, build capacity, maintain systems and resources to support leaders). Many of these strategic directions are advanced through this Plan.																		
Creative Canada Policy Framework (2017)	The Framework provides guidance for federal policy tools needed to support creative industries in Canada.	Creative Canada is built on three pillars: 1. Invest in our creators and cultural entrepreneurs: all of the professionals who contribute to the creation and production of work, from artists to writers, producers and directors and their stories. 2. Promote discovery and distribution of Canadian content at home and abroad. 3. Strengthen public broadcasting and support local news.																		
Calls to Action from the Truth and Reconciliation Commission (2015)	To redress the legacy of the residential school system in Canada, the Truth and Reconciliation Commission (TRC) developed 94 Calls to Action to support reconciliation in Canada.	Calls to Action 87-91 are specific to Sports and Reconciliation including promoting education on Indigenous sport history and participation, long-term athlete development for indigenous athletes, amending policies and programs to ensure inclusivity, and identifying opportunities to connect health goals and initiatives with efforts to promote reconciliation through recreation.																		
United Nations Sustainable Development Goals (2015 to 2030)	The UN Sustainable Development Goals (SDGs) are 17 interconnected global objectives adopted in 2015 to guide progress toward peace, prosperity, and environmental sustainability by 2030. They aim to end poverty, protect the planet, and ensure well-being for all through a universal partnership.	<p>The SDGs are a comprehensive roadmap for global cooperation, integrating social, economic, and environmental priorities. They require broad ownership and strong commitment from governments, civil society, academia, and the private sector to achieve by 2030. Many of the SDGs can be conceptualized for sport, recreation, parks and culture. The SDGs are as follows:</p> <table border="0"> <tr> <td>1. No Poverty</td> <td>10. Reduced Inequalities</td> </tr> <tr> <td>2. Zero Hunger</td> <td>11. Sustainable Cities and Communities</td> </tr> <tr> <td>3. Good Health and Well-being</td> <td>12. Responsible Consumption and Production</td> </tr> <tr> <td>4. Quality Education</td> <td>13. Climate Action</td> </tr> <tr> <td>5. Gender Equality</td> <td>14. Life Below Water</td> </tr> <tr> <td>6. Clean Water and Sanitation</td> <td>15. Life on Land</td> </tr> <tr> <td>7. Affordable and Clean Energy</td> <td>16. Peace, Justice, and Strong Institutions</td> </tr> <tr> <td>8. Decent Work and Economic Growth</td> <td>17. Partnerships for the Goals</td> </tr> <tr> <td>9. Industry, Innovation, and Infrastructure</td> <td></td> </tr> </table>	1. No Poverty	10. Reduced Inequalities	2. Zero Hunger	11. Sustainable Cities and Communities	3. Good Health and Well-being	12. Responsible Consumption and Production	4. Quality Education	13. Climate Action	5. Gender Equality	14. Life Below Water	6. Clean Water and Sanitation	15. Life on Land	7. Affordable and Clean Energy	16. Peace, Justice, and Strong Institutions	8. Decent Work and Economic Growth	17. Partnerships for the Goals	9. Industry, Innovation, and Infrastructure	
1. No Poverty	10. Reduced Inequalities																			
2. Zero Hunger	11. Sustainable Cities and Communities																			
3. Good Health and Well-being	12. Responsible Consumption and Production																			
4. Quality Education	13. Climate Action																			
5. Gender Equality	14. Life Below Water																			
6. Clean Water and Sanitation	15. Life on Land																			
7. Affordable and Clean Energy	16. Peace, Justice, and Strong Institutions																			
8. Decent Work and Economic Growth	17. Partnerships for the Goals																			
9. Industry, Innovation, and Infrastructure																				

Policy/Plan	Purpose	Relevance
Canadian Sport Policy (2012)	Updated in 2012 from the original 2002 document, this federal policy that sets a direction for all levels of government, institutions, and organizations to realize the positive impacts of sport participation.	Highlights the importance and ability of sport systems to deliver benefits to communities and identifies amenities that provide benefits to citizens related to sport participation and physical activity through the Policy vision, values, principles, framework and goals and objectives. Strategic directions presented within this plan are aligned with this Policy.
Canadian Sport for Life	Canadian Sport for Life (CS4L) promotes quality sport and physical activity by focusing on Long-Term Athlete Development and Physical Literacy in Canadian communities.	Long-Term Development in Sport and Physical Activity is about ensuring that all people can access quality opportunities that are safe and inclusive, well-run, and developmentally appropriate. Physical Literacy is about motivation, physical confidence, knowledge, and understanding needed to take responsibility for engaging in physical activity for life. Reducing barriers and improving service delivery are key tenets of this Master Plan.



Planning and Policy Insights

- Local strategic plans consistently prioritize active living, recreation infrastructure renewal, and evidence-based decision-making, underscoring the need for alignment between the Recreation Master Plan and broader municipal priorities.
- Accessibility reviews identify gaps across facilities, such as lack of stage access, gravel parking, and wayfinding challenges, indicating the need for universal design upgrades and more inclusive recreation environments.
- Energy audits and capital asset reports highlight aging mechanical systems, high energy use intensity at the arena, and several upcoming replacement needs, emphasizing the importance of integrating energy efficiency and lifecycle planning into future capital investments.
- Provincial and national frameworks reinforce themes of inclusion, safe sport, Indigenous participation, gender equity, and active living, providing direction for a recreation system that is equitable, accessible, and aligned with best practices.





Beech Hill Park Disc Golf Course

For more information about disc golf in the Maritimes, please visit www.MDGA.ca



- Out of Bounds
- Trees
- Fairways
- Roads
- Trails
- Baskets
- Drop Zone
- Teepads



Hole	Length (Feet)	Par
1	253	3
2	215	3
3	352	3
4	398	3
5	158	3
6	253	3
7	366	3
8	301	3
9	367	3
10	315	3
11	262	3
12	187	3
13	300	3
14	164	3
15	218	3
16	309	4
17	213	3
18	226	3

LOOKING FOR DISCS?

ATLANTIC
Disc Golf

LET US HELP YOU WITH ALL YOUR DISC GOLF NEEDS!



GOLF

AT HP

WEDNESDAY NIGHT LEAGUE
MAY 29 - JUNE 26

TOURNAMENT ON JUNE 29

LEARN MORE

PDGA

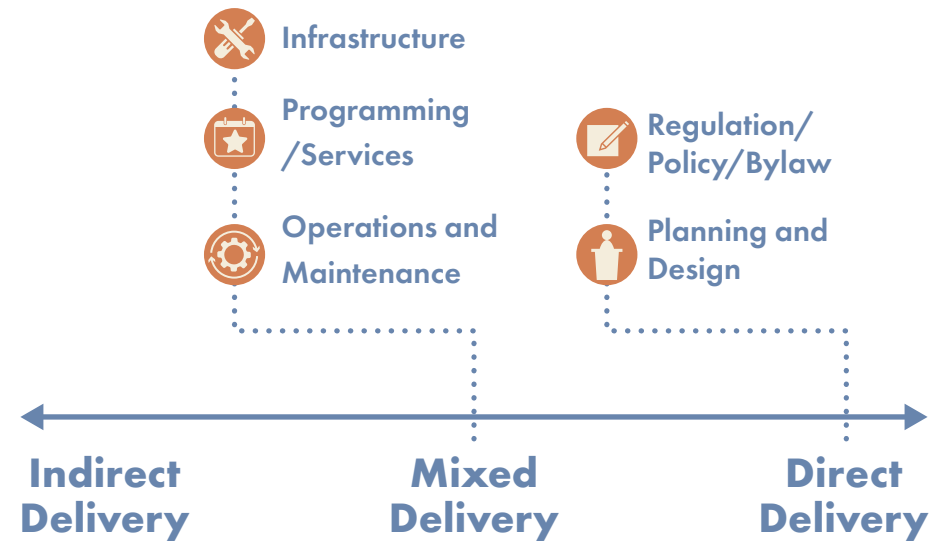
4.0 CURRENT RECREATION SYSTEM IN TANTRAMAR

4.1 Service Delivery Overview

Tantramar provides access to programs, services and facilities that positively contribute to a good quality of life, promoting overall well-being, personal growth and community engagement. There are three main approaches to recreation service delivery that municipalities employ: direct delivery, indirect delivery and a mix of direct and indirect delivery. Currently, the town utilize a mixed service delivery model for their recreation services.

Role	Description
Direct Delivery	The local government identifies/perceives community needs and plans, develops, constructs and operates facilities, programs and services through public funding.
Indirect Delivery	The local government facilitates the provision of programming and related activities by operating facilities that are available for community organizations to book at a subsidized cost and/or providing funding support (e.g. supporting the operations of partner-operated facilities, contracting third-party entities to provide services, grants, etc.).
Mix of Direct and Indirect Delivery	The local government directly offers some programming and other related activities to meet gaps and ensure equitable access, but also invests in recreation and culture through the indirect methods noted previously.

Municipal governments also play a role in the legislation and regulation of their communities through the creation and implementation of relevant bylaws and policies. As the role of the municipality in the delivery of recreation and parks is diverse, all three approaches to service delivery are utilized to ensure proper service delivery is achieved. The following overview provides an insight into the organizational structure for Tantramar and demonstrates the current state of service delivery across the different functions of recreation.



4.2 Policies and Agreements

Document Name	Purpose	Relevance
Tantramar New Brunswick Pole and Street Banner Policy (2025-16)	This policy was implemented to establish clear governance for how and when pole banners on Tantramar owned/controlled properties can be requested and installed.	Provides a clear framework and guidance for how Tantramar will manage its pole and street banners in the community. The responsibilities for implementation rest with the Director of Active Living and Culture (or designate), who ensures that the policy guidelines are clearly communicated to community organizations.
Facility Rental Agreement Tantramar Veteran's Memorial Civic Centre (Updated 2024)	Outlines the updated terms and conditions for financial implications, conduct and general conditions for rentals at the facilities.	User groups are required to sign the document to acknowledge they agree with the terms and conditions outlined. There are specific appendices for regular user groups and non-ice rental groups. The facility allows ice and arena floor rentals, daily rentals max out at 10hours, and all rental charges are provided in the Civic Centre Rental Fee Schedule which is established by the Tantramar Council.
Tantramar New Brunswick Sign Rental Policy (2024-15)	This policy was implemented to establish clear governance for the rental of the Electronic Sign Board and Rink Boards at the Tantramar Veterans Memorial Civic Centre.	Provides a clear framework for managing the use of electronic and rink signage at the Tantramar Veterans Memorial Civic Centre. Effective governance of these signs supports communication of programs, events, and community information, enhancing facility operations and user engagement/experience.
Tantramar Veterans Memorial Civic Centre Fee Schedule (#7) Effective September 1st 2024	A fee schedule for the Tantramar Veterans Memorial Civic Centre.	Can be used for benchmarking to understand how ice rental fees are structured for the facility, highlighting different rates for youth, adult, and tournament use. This demonstrates how fees are managed across user types, time blocks (prime vs. non-prime), and cost recovery considerations.
Tantramar Reciprocal Agreement (2023)	An official agreement outlines the mutual obligations, covenants and conditions between Tantramar and the Anglophone East School District for effective and efficient sharing of facilities and services.	Demonstrates how service delivery for recreational, cultural, and educational activities is mutually agreed upon through partnerships between Tantramar and local schools (Dorchester Consolidated, Marshview Middle, Salem Elementary, and Tantramar Regional High). This highlights the importance of collaborative agreements in supporting community access to facilities and programming.
Ice Skating Protective Helmet Policy (N.D.)	This policy was implemented for the safety and well-being of all users while participating in ice skating activities at the Tantramar Veterans' Memorial Civic Centre.	All participants must wear a Canadian Standards Association (CSA) approved helmet during ice sports. Figure skaters are exempt from this policy.
Tantramar Facilities Rental Agreement	The purpose of the document is to outline the rules and regulations that apply when renting time at a community facility in Tantramar.	The policy outlines the rules and regulations as well as permitted and not permitted activities that apply when renting time at a community facility in Tantramar.

4.3 Financial Analysis

The [Local Government and Rural District Statistics Report \(2025\)](#) outlines the population and municipal budgets by function (revenues and expenditures), allowing for the comparison of per capita spending on Parks, Recreation and Culture, as well as the percentage of overall expenses in the municipal budget that Parks, Recreation and Culture represent. In 2025, Tantramar parks, recreation and culture operations represented 11% of the Town's overall expenditures, averaging \$206 per capita.

Comparison communities for the financial analysis were selected based on the classification of Town in the [Local Government and Rural District Statistics Report \(2025\)](#) and similar population size

Town	Population (2025)	Per Capita Spending on Parks, Recreation, and Culture	% of Overall Expenditures
Tantramar	9,854	\$206	11%
Cap Acadie	10,841	\$144	12%
Carleton North	9,619	\$117	11%
Hampton	9,974	\$201	15%
Shediac	12,265	\$300	15%
Oromocto	12,540	\$195	9%



4.4 Existing Facility Inventory

The following section outlines the facility inventory in Tantramar along with its associated amenities.

Facility Name	Amenities	
INDOOR		
Tantramar Veterans Memorial Civic Centre	<ul style="list-style-type: none"> • NHL-size rink • Flexible event spaces • 750 person seating capacity • 6 dressing rooms 	<ul style="list-style-type: none"> • Accessible seating • 3 meeting spaces • Kitchen area for catering
Dorchester Veterans Community Centre	<ul style="list-style-type: none"> • Large hall with seating capacity for big groups • Kitchen area for catering 	<ul style="list-style-type: none"> • Stage and sound system
Bill Johnstone Memorial Park Activity Centre	<ul style="list-style-type: none"> • Meeting room • Kitchen area for catering 	<ul style="list-style-type: none"> • Access to park
OUTDOOR		
Beech Hill Park	<ul style="list-style-type: none"> • Playground • Open greenspace • Picnic tables • Outdoor washrooms 	<ul style="list-style-type: none"> • 18-hole disc golf course • Water fountain • Scenic trails
Lillas Fawcett Park	<ul style="list-style-type: none"> • Sandy beach • Picnic areas • Natural playground 	<ul style="list-style-type: none"> • Walking paths • Water access • Canoe, kayak and paddleboard rentals
Bill Johnstone Memorial Park	<ul style="list-style-type: none"> • Splash park • Playground • Two tennis courts • Four pickleball courts • A basketball court 	<ul style="list-style-type: none"> • Bandstand • Activity Centre • An artistic fountain • Public washrooms
Outdoor Club Ski Trails	<ul style="list-style-type: none"> • 15 km of winter use ski trails • 10 km of snowshoe/walking trails 	<ul style="list-style-type: none"> • Warming huts
Sackville Skatepark	<ul style="list-style-type: none"> • Skate ramps and rails 	

Facility Name	Amenities
Veterans Memorial Park	<ul style="list-style-type: none"> • War memorial • Open greenspace • Benches
Waterfowl Park / Retention Park Trails	<ul style="list-style-type: none"> • 3.5 km of accessible trails and boardwalks • Birdwatching • Rich plant life • Interpretive signage and self-guided tour map
Dorchester - Outdoor Rink	<ul style="list-style-type: none"> • Natural outdoor boarded ice surface
Dorchester - Richard Park	<ul style="list-style-type: none"> • Playground • Picnic areas • Walking paths
Cherry Burton Park	<ul style="list-style-type: none"> • Walking path • Picnic area • Natural surroundings
Dorechester Ball Field	<ul style="list-style-type: none"> • Ball diamond
TRHS Football Field	<ul style="list-style-type: none"> • Athletic field
Little League Field	<ul style="list-style-type: none"> • Ball diamonds
Lorne St Community Field	<ul style="list-style-type: none"> • Athletic field
Salem Baseball Field	<ul style="list-style-type: none"> • Ball diamonds
Chester Cole Baseball Field	<ul style="list-style-type: none"> • Ball diamonds



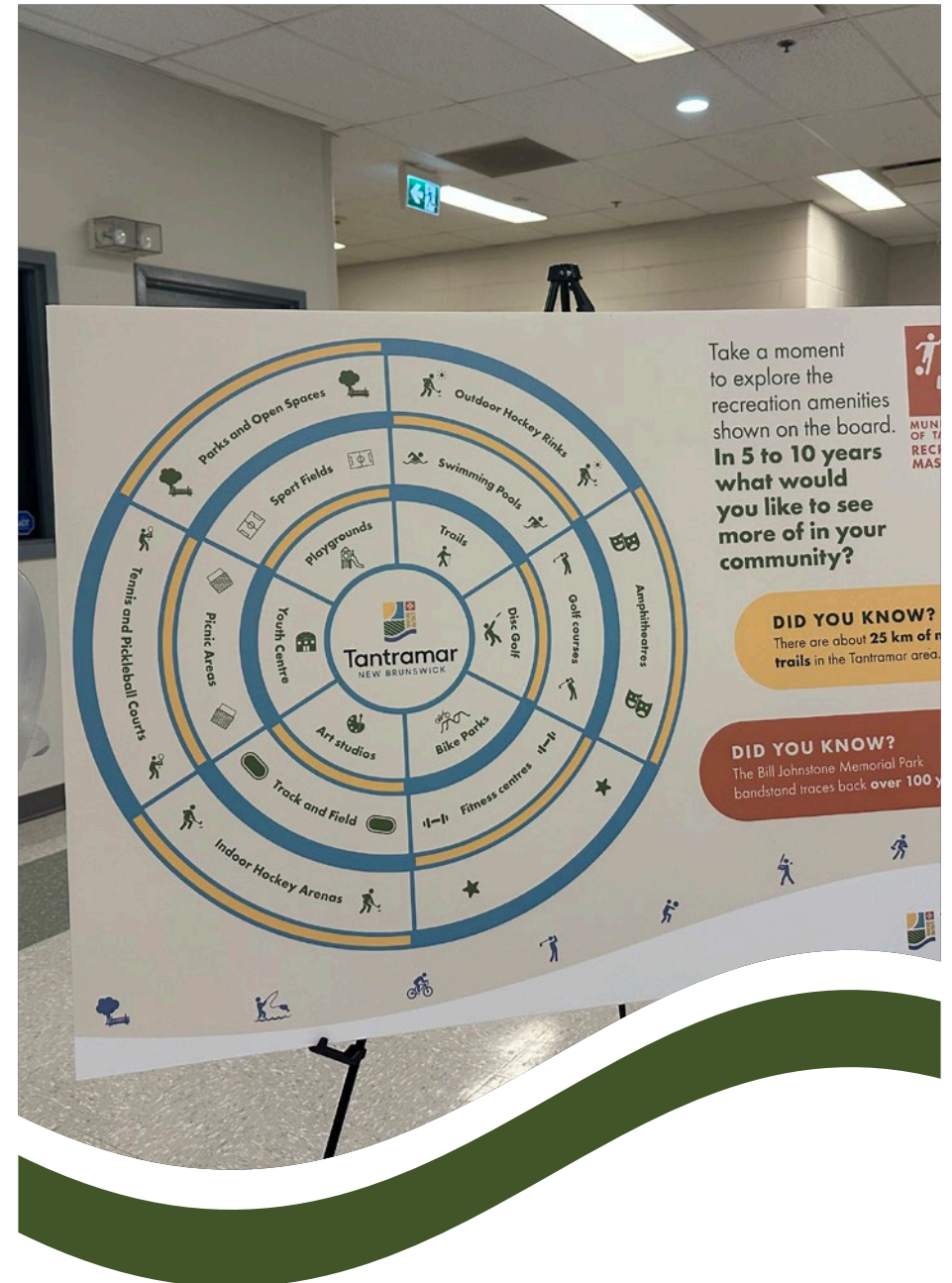
4.5 Site Visitation Insights and Data Analytics

Mobility data from Propulso was acquired to help gain a broader understanding of visitation patterns to sites across Tantramar that captures both structured uses (e.g. program participants, membership scan, and active participant use through bookings) as well as harder to track uses (e.g. spectators, use of outdoor casual use spaces, etc.). This data additionally provides valuable insights into key use visitation patterns and characteristics.

Propulso estimates the actual number of visits to an area based on a sample of detected mobile devices, then extrapolates this data to the population by 10%. It is important to note that Propulso does not collect data on individuals under the age of 18. 2024 data was acquired as it represents the last full year of operation at the time of analysis.

Locations Analyzed:

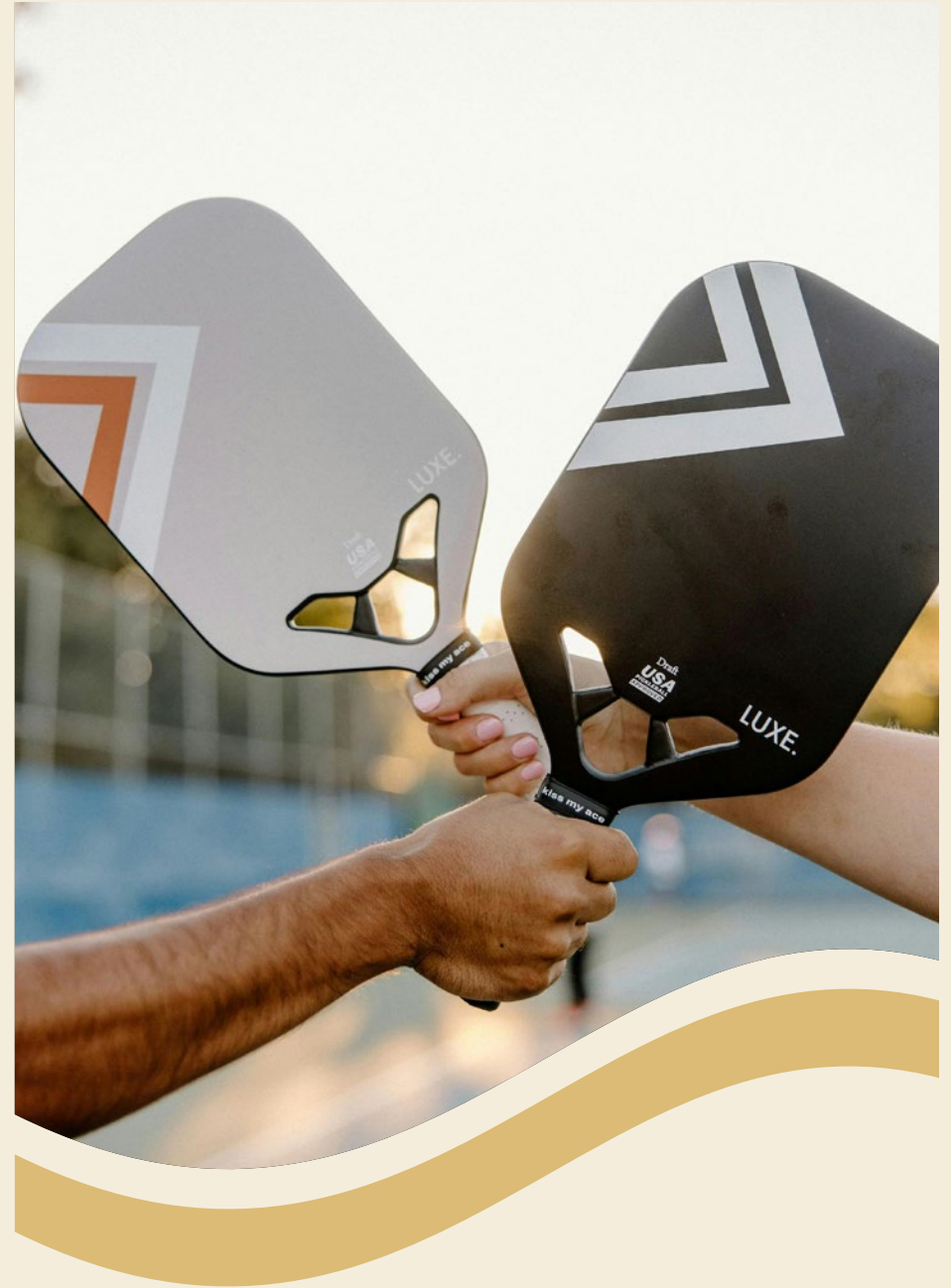
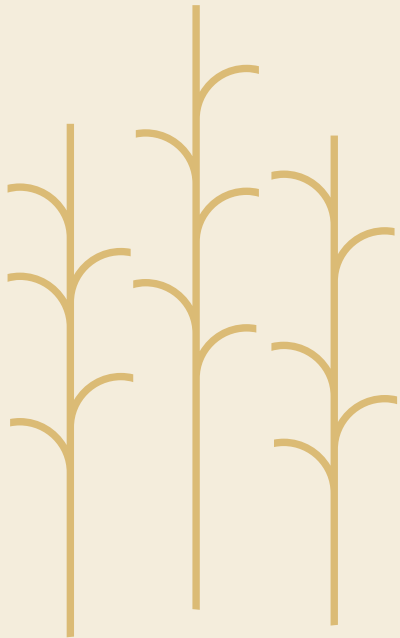
- Beech Hill Park
- Bill Johnstone Memorial Park
- Lillas Fawcett Park
- Outdoor Club Ski Trails
- Veterans Memorial Park
- Waterfowl Park / Retention Park Trails
- Dorchester – Outdoor Rink
- Dorchester Veterans Community Centre
- Dorchester - Richard Park



Location	Total Extrapolated Estimated Annual Visits	Average Monthly Visitors	Average Distance from Place of Residence	Origin of Visitor - Local %	Average Visit Duration (Minutes)	Average Annual Visits per Visitor
Beech Hill Park	2800	299	48 km	72%	42 mins	1.99 visits
Bill Johnstone Memorial Park	2600	218	18 km	90%	1 hr 9 mins	2.51 visits
Lillas Fawcett Park	2900	245	29 km	82%	49 mins	2.45 visits
Outdoor Club Ski Trails	3600	299	35 km	82%	47 mins	2.56 visits
Veterans Memorial Park	5400	451	29 km	74%	1 hr 2 mins	1.77 visits
Waterfowl Park / Retention Park Trails	5900	489	29 km	79%	57 mins	2.45 visits
Dorchester – Outdoor Rink	100	14	18 km	89%	14 mins	1.11 visits
Dorchester Veterans Community Centre	400	33	10 km	89%	1 hr 39 mins	4.44 visits
Dorchester - Richard Park	100	14	25 km	80%	25 mins	1 visit

Current Recreation System Insights

- Tantramar currently delivers recreation mostly through a mixed service delivery model, combining direct municipal programming with indirect support for community organizations to ensure broad and equitable access.
- Policies, agreements, and rental frameworks guide how facilities are used, managed, and shared, highlighting governance practices and the importance of partnerships.
- In 2025, Parks, Recreation and Culture accounted for 11% of municipal expenditures, with Tantramar's per capita spending (\$206).
- Tantramar maintains a diverse indoor and outdoor facility inventory to support year round recreation.
- Mobility analytics show visitation at key outdoor sites with strong local use, visit durations, and patterns that reflect community use of nature-based and casual recreation spaces.



5.0 RECREATION KEY CONSIDERATIONS AND LEADING PRACTICES

The following considerations and leading practices provide general insight into how different topics or issues are changing and developing over time. Leading practices are influenced by the specific contexts in which they are developed. In parks, recreation and sport, trends such as changing community demographics, climate change, economy, health and wellness, equity, inclusion and access, spaces for all, placemaking, volunteerism, digital transformation, and artificial intelligence can have a significant impact on the planning, operation and implementation of policies and procedures to best serve the community. Specifically for municipal recreation planning trends such as regional collaboration and partnership, managing aging infrastructure, use of data, measuring the value of investment/outcomes, event hosting and tourism, safe sport and outdoor recreation opportunities, are important to understand and consider during the planning process to plan for current and future conditions that could affect the sector.



Changing Community Demographics

Over the last decade, there has been a significant rise in immigration. In New Brunswick, from July 1, 2023, to June 30, 2024, there was a net total of 22,724 people who moved to the province from other countries, 14,988 as permanent residents and 8,056 as temporary residents (Government of New Brunswick, 2025). In the past couple of years, Canada has welcomed newcomers to support the economy; however, there is now a desire to reduce immigration to better align with community capacity. [The Immigration Levels Plan](#) (2024) developed by the Government of Canada for 2025-2027 foresees a decrease in overall permanent resident admission to 395,000 in 2025, 380,000 in 2026 and 365,000 in 2027, and reductions for temporary residents such as students and workers (Government of Canada, 2024a). Canadian communities are being influenced by immigration, which will, in turn, impact services to the community. There is an opportunity for the sector to support the continued integration of New Canadians through the promotion of health, exposure to cultural norms, and fostering social connections. It is important that the sector continues to evolve to support the needs of New Canadians through co-design, collaboration, innovation and thinking beyond the barriers (Allan, 2023).

Another significant change to community demographics in Canada is the aging population. As of July 2025, 38% of the population was made up of individuals 50 years and older, and within the next year, it is projected that one in five Canadians will be over the age of 65 (Qureshi et al., 2026). The aging population presents many challenges and opportunities; social services, health care and economic systems must be continually reviewed to ensure that the needs of all Canadians are being met. Coordination and collaboration between all levels of government are needed to meet the growing and changing needs of the aging population. Community services may address some of the challenges facing older adults by keeping them active and engaged in the community to support their physical, mental and social well-being. This, in turn, can reduce the burden on the health care system through fewer hospital visits and the increased ability to age in place (Canadian Parks and Recreation Association, 2024).

Climate Change

Climate change is the long-term changes of the Earth's temperature and weather patterns. Climate change can naturally occur; however, since the 1800s, human activities, such as the production and use of fossil fuels, have accelerated climate change, causing global temperature warming (United Nations, n.d., Poynting, 2026). Parks and recreation are part of the solution when it comes to climate change. Trees in parks play an important role in managing air pollution and providing shade to cool urban environments, while also providing people individuals to connect with nature and create vibrant and livable communities.

Fostering green space, parks, trails and active transportation options can also help to reduce environmental impacts. If 1% of Canadians switched from private car use to active transportation, it is estimated that \$564 million could be saved annually in reduced greenhouse gas emissions (Measuring Impact, 2023). Active transportation not only supports emission reduction but also promotes physical activity, leading to positive individual outcomes and enhancing community health.

Sport and recreation can contribute to creating climate-resilient communities by providing facilities for emergency response shelters for extreme weather events as a result of climate change, for example, cooling centres, emergency shelters and meeting points for people affected by natural disasters (Canadian Parks and Recreation Association, 2024). The sector can contribute to the solutions for the challenges associated with climate change; there is a need for the continued adoption and advocacy for policies and practices that reduce climate change across all levels of government.

Economy

Recent economic challenges in Canada (Government of Canada, 202b) have resulted in economic instability through supply chain disruptions, international conflict and inflation (Canadian Parks and Recreation Association, 2024). These economic conditions have led to increased costs of living, including food, housing and other expenses. In 2024, almost half of Canadians (45%) noted that rising prices greatly affected their ability to meet day-to-day expenses, which is 12% higher than it was 2 years prior (Statistics Canada, 2024). Young adults, families with children, people with disabilities and low-income groups experience greater financial adversity as a result of the affordability crisis (Canadian Parks and Recreation Association, 2024). These challenges may affect individuals and families' ability to participate in recreation and leisure services due to the cost of programs, transportation and equipment, potentially lowering participation rates.

The labour market in Canada has also undergone significant changes, with the COVID-19 pandemic resulting in the loss of 3.4 million jobs for Canadians. Market conditions have returned to pre-pandemic conditions for vacant positions as of September 2024. In 2025, cost pressures remain a significant concern, with 61.2% of businesses across Canada anticipating obstacles related to inflation, input costs, interest rates and debt servicing, insurance, real estate, leasing or property taxes, and transportation (Statistics Canada, 2025). Businesses also anticipate consistent challenges, with 10.4% expecting inflation to be a key issue and another 10.4% identifying the retention and recruitment of skilled employees as a concern (Statistics Canada, 2025).

Health and Wellness

Worldwide, around one third (31%) of adults do not meet the recommended levels of physical activity, 150 minutes of moderate activity or 75 minutes of vigorous activity in a week. The trend for physical inactivity is currently trending up, and it is projected that by 2030 it will rise to 35% (World Health Organization, 2024). In Canada, on average, 45% of adults meet the recommended levels of physical activity (Statistics Canada, 2023) and are sedentary for 9.6 hours a day, not including sleep time (Participation, 2026). Physical inactivity is the fourth leading risk factor of global mortality, as it is associated with elevated risks for chronic disease risk factors, mental health and non-communicable diseases. In Canada, the estimated healthcare costs of inactivity are \$3.9 billion annually (Canadian Fitness and Life Research Institute, 2023).

Physical activity is effective in managing mood, quality of life, mental health and noncommunicable diseases such as diabetes, stroke, hypertension, heart disease, and cancers. Economically developed countries, such as Canada, have increased levels of inactivity and sedentary behaviours as a result of transport habits, increased use of technology for work and leisure, and cultural values (World Health Organization, 2024). Regular physical activity for adults and children can result in significant physical and mental health benefits. For children and youth, physical activity and play are essential for physical, social, and cognitive development. Engaging in play allows for children and youth to develop gross motor skills, social behaviour, conflict management and teamwork, all while supporting creativity, exploring boundaries, risk management and testing the limits both personally and in a group setting (Canadian Public Health Association, 2018,2019).

Equity, Inclusion and Access

In Canada, around three quarters of Canadians (72%) find physical activity and sport opportunities to be welcoming and inclusive, while 62% find these opportunities accessible (Canadian Parks and Recreation Association, 2024). While those statistics are largely positive, there is still a need to address and implement policies and procedures that support inclusion, diversity, equity and accessibility (IDEA). Many barriers and inequities affect a person's ability to participate in recreation and sport activities, such as racism, attitudes, income and education, to name a few (Anderson-Brown et al., 2016). IDEA can be supported through hiring and retention strategies and changing the culture that can be found in recreation and sport services. Equitable initiatives that consider intersectionality are needed to address these disparities (Canadian Parks and Recreation Association, 2024) and are foundational to creating opportunities for barrier-free participation that is welcoming and combats different experiences of discrimination (Canadian Parks and Recreation Association, 2024).

IDEA practices can support the participation of new Canadians as well as indigenous communities. It is essential to continue to support the participation of indigenous communities and support reconciliation through sport and recreation participation. The Truth and Reconciliation Commission [Calls to Action report](#) (2015) outlines five specific calls to action for sport and reconciliation, 87 through 91. Sport allows for community engagement, relationship building, and can facilitate learning and listening, making it a great opportunity for reconciliation (Peters, n.d.).

The role of recreation staff goes beyond recreation and sport programming, often playing integral roles in support of underserved populations. In Canada, around 235,000 people experience homelessness annually, and 35,000 experience homelessness on any given day (Canadian Parks and Recreation Association, 2024). Homelessness is a broad term that can be applied to those lacking safe, stable, permanent and affordable housing (Homeless Hub, 2025). Commonly, parks become places of refuge for unhoused people who may also be combating addiction and mental instability. However, there is also an increasing public demand for clean and safe parks. Recreation departments subsequently have the responsibility to manage these conflicts with grace and compassion to support equitable access to parks for all users (Canadian Parks and Recreation Association, 2024).



Spaces for all

Publicly funded facilities should be designed to be accessible, available, and inclusive of all ages, incomes and abilities and work to address social isolation for groups that may face higher levels of isolation, like seniors, people with diverse abilities, Indigenous community members, and newcomers. Planning with an equity lens will include considering the impacts of gentrification, reducing social isolation, promoting walkability and multi-modal transportation options, and ensuring residents have access to the services they need to prosper. Organizations can support more intentional, equitable, and inclusive community facility spaces and program design through the following actions (Jumpstart, 2026).

- Working with Indigenous and youth leaders to co-design sport and recreation programs.
- Partnering with Racialized peoples to identify and eliminate barriers to facility use.
- Challenging all forms of gender inequity.
- Ensuring the design will allow for adapted and inclusive program for persons living with a disability.

Placemaking

Placemaking is the intentional process of shaping the physical and social characteristics of public spaces to foster connection between people and their environment. It captures the unique character, values, and aspirations of a community in creative, vibrant, and inclusive ways. Placemaking is about uniting communities to reimagine and revitalize underutilized spaces, turning them into engaging, welcoming environments that invite connection and foster a genuine sense of belonging (Project for Public Spaces, 2025; Jamieson, 2025; Canadian Urban Institute, 2025). When woven into facility design, placemaking can leverage the creative potential of both space and community, celebrate diversity, and foster meaningful places that reflect the community's identity and nurture a shared sense of place.

In 2025, the Community Foundations of Canada, in collaboration with the Canadian Urban Institute and the Government of Canada, released the [Let's Talk About Placemaking Report](#). The Report argues that placemaking should become a pan-Canadian priority and can be a powerful tool to strengthen social cohesion, support local economies, advance climate resilience and foster equitable and inclusive communities. It calls for continued investment in community-led placemaking, better data collection and evaluation around placemaking, creating stronger networks across Canada's placemaking practitioners, and centring indigenous knowledge and stewardship. The report specifically highlights the [Civic-Indigenous Placekeeping and Partnership Building Toolkit](#), which is intended to serve as a resource for users, guiding them through community engagement, design, and planning processes related to Indigenous and intercultural placekeeping initiatives, as well as the re-imagining of public spaces.

Volunteerism

Volunteerism is purposeful engagement in helping the fulfillment of activities without expectation of monetary compensation (Hahmann, 2021). In the sport and recreation field, volunteers are motivated by community contribution, social networking and a passion for sport and recreation (Measuring Impact, 2023). In 2018, there was a large study done to gain insight into volunteering in Canada. As a result of the study, it was found that almost all Canadians (79%) over the age of 15 took part in some form of volunteering, amounting to 2.5 billion hours annually (Bush, 2025). In Canada, 26% of Canadian adults actively volunteer in sport and recreation related activities. Volunteers are essential to the operation and prosperity of the sport and recreation field, as organizations rely on dedicated volunteers. It is important to lift up volunteers and foster their sense of belonging and recognize their value to the sport and recreation sector (Canadian Fitness and Lifestyle Research Institute, 2024).



Digital Transformation

Digital transformation is significantly reshaping how municipalities deliver community services, enhancing efficiency, accessibility, and citizen engagement. By integrating technologies such as cloud computing, artificial intelligence (AI), data analytics, and mobile platforms, local governments are modernizing operations across recreation, transit, culture, and social services (MNP Digital, 2023). Digital tools enable online program registration, virtual offerings, and AI-assisted planning for inclusive and accessible spaces. For example, transit systems benefit from real-time tracking apps, contactless payment systems, and AI-powered route optimization, improving reliability and user experience. Utilities are undergoing a shift toward smart infrastructure, with digital meters, predictive maintenance, and automated reporting helping cities manage water, energy, and waste more sustainably. In cultural services, digital platforms support virtual exhibits, online ticketing, and community engagement through social media and interactive storytelling.

Across Canada, municipalities are streamlining permitting, automating service requests, and enhancing citizen interaction through mobile apps and online portals. These innovations not only improve operational efficiency but also foster transparency and inclusivity. However, challenges remain, including cybersecurity, digital equity, and workforce readiness. Addressing these will be key to sustaining progress and ensuring all residents benefit from digital transformation (King, 2024).

Artificial Intelligence

Artificial Intelligence (AI) is reshaping how municipalities deliver services to the community, with the aim of creating driving efficiency, responsiveness, and citizen engagement across departments like recreation and culture. AI supports automated content creation for program descriptions, customer service, public safety and environmental monitoring, analyzes community feedback, and optimizes maintenance schedules using predictive analytics. It also enhances accessibility by identifying areas needing inclusive design and monitors facilities for safety and usage (MNP, 2025) It can also help municipalities address aging infrastructure and cybersecurity threats while improving operational resilience (Perry Group Consulting, 2025).

Generally, AI can be leveraged to predict service demand, streamline case management, and automate intake processes. It can be used to analyze demographic data to tailor services and support digital transformation through citizen-facing platforms. Across all sectors, AI improves decision-making, reduces administrative burdens, and can even foster transparency when used appropriately.



Trends in Municipal Recreation Planning

There are many trends that affect municipal and recreation planning directly, please see the following:

Regional Collaboration and Partnership

Regional collaboration and partnerships during the planning process allow for voices to be heard from all regional stakeholders to create a plan with a unified vision (O'Shea, n.d.). There are many benefits to engaging in regional collaboration and partnership such as shared costed, potentially increased risk but also rewards, less duplication resulting in less survey fatigue, and it allows for heightened coordination. Regional planning allows for all stakeholders to working towards a shared vision that can be defined by all.

Managing Aging Infrastructure

Sport and recreation infrastructure is aging and needs replacement, in Canada the estimated replacement value for such infrastructure would cost \$42.5 billion. In 2022, \$2 billion was invested by the Canadian government in infrastructure, along with \$1.5 billion from municipalities (Measuring Impact, 2023). However, the investments have not been adequate to address the needs of aging infrastructure. There needs to be a continued coordinated effort by all levels of government and the private sector to develop sustained investment strategies to support sport and recreation infrastructure to maximize the positive effects of sport and recreation participation.

Use of Data

Data is an essential tool that supports the operations of Recreation providers from master planning and measuring facility usage to informing programming and supporting funding initiatives (Canadian Parks and Recreation Association, 2024). Tracking data and creating the subsequent reports allows the sector to prove its impact (National Recreation and Parks Association, 2016). Incorporating data can also be used as a tool to identify improvement and optimize processes, allowing for management to make informed decisions (NPOInfo, 2023). Ultimately, data can assist to demonstrate impact of services, inform decision making processes, and support funding asks, to create a more inclusive and engaging sport and recreation experience for all.

Measuring the Value of Investment/Outcomes

In 2018, the Canadian Fitness and Lifestyle Research Institute (CFLRI) and the Canadian Parks and Recreation Association (CPRA), partnered to provide innovative insights into the impact and value of the sport and recreation sector. There are four pillars of impact measured: social, health, economy and environment. Sport and recreation play a significant role in creating diverse, inclusive, healthy and thriving individuals, communities and economies. This research demonstrates the intersectionality of recreation and how it can have a profound impact on other sectors such as health, climate change, economy, while fostering social relations and community engagement (Torres, 2023).

Event Hosting and Tourism

Events are once again increasing in popularity following the impact of the pandemic. Events present an opportunity for community organizations to network, contribute to the community and recruit. As a result of the pandemic, there are also more virtual options available when attending events, creating opportunities for people to be there in-person or online (Measuring Impact, 2023). The event sector is also closely linked to tourism and sport. Sport tourism is the fastest growing segment of the tourism industry (Silberstein, 2024). Sport tourism provides an opportunity for destinations to improve their overall tourism infrastructure, attract visitors, generate media coverage and promote the destination on a national and international level (Canadian Parks and Recreation Association, 2024).

Safe Sport

Safe sport can be described as creating an environment that is free from all types of maltreatment, including physical and/or emotional harm, by anyone in the sporting environment (Canadian Parks and Recreation Association, 2024). Safe Sport is the responsibility of everyone (Sport Tourism Canada, 2026). There are many resources available in Canada to support Safe Sport practices, such as the [Sport Integrity Framework by the Government of Canada](#), and [Safe Sport training](#) through the Coaching Association of Canada (Coaching Association of Canada, n.d.). Safe Sport is essential to create inclusive and welcoming sporting communities, it is imperative to be proactive through training, policies and practices.

Benefits of Art and Culture

Culture provides substantial individual and community benefits across four key categories: intrinsic benefits (delight, intellectual stimulation, shared experiences); improved learning and workforce skills development; enhanced health and wellbeing through creative engagement; and community vibrancy through social capital development.

Research demonstrates that cultural participation increases community connection, with 40% of participants feeling more positive about their community after arts engagement. Cultural participants are 50% more likely to engage in other community activities and twice as likely to volunteer, indicating culture's role as a catalyst for broader civic engagement.

Cultural Planning Trends

Contemporary cultural planning emphasizes community wellbeing over purely economic drivers, recognizing culture's role in addressing housing, education, quality of life, and social equity challenges. Key trends include activation of public spaces, creative placemaking initiatives, and reduced reliance on new physical infrastructure in favor of festivals, outdoor programming, and adaptive reuse of existing spaces.

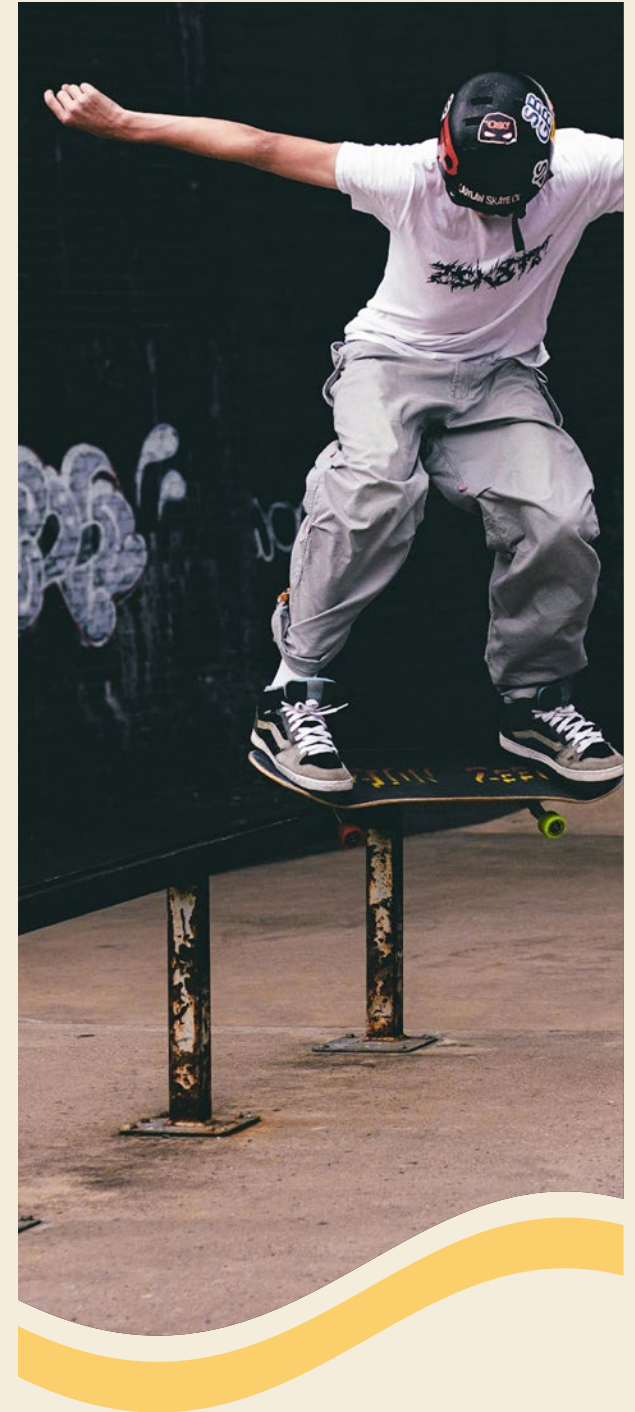
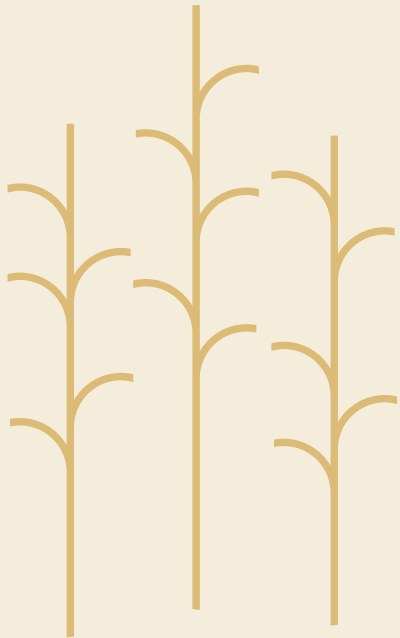
Municipal approaches increasingly emphasize partnership development, both with private sector entities and community organizations, while utilizing cultural mapping and data-driven planning to optimize resource allocation and service delivery.

Outdoor Recreation Opportunities

Following the pandemic in Canada, there was an increase in outdoor and unstructured activities compared to pre-pandemic levels. This presents an opportunity for the outdoor recreation sector to capitalize on and harness this enthusiasm for outdoor activities. Opportunities include programming to foster sustained interest in outdoor spaces and viewing parks and green spaces as public health assets (Canadian Parks and Recreation Association, 2024). There are many benefits to spending time in nature, but there are also issues related to increased outdoor participation, including impact on the environment, equitable access, availability and cost of equipment and training, as well as managing relations between veteran and new users, tourism involvement and indigenous land-use rights.

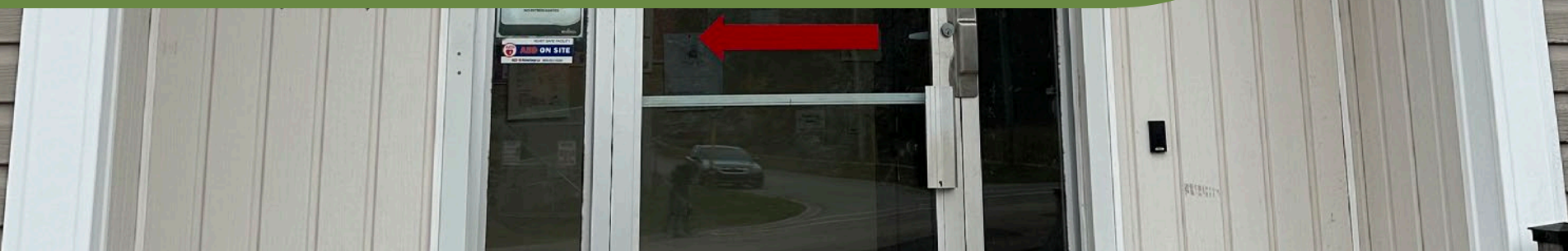
Recreation Key Considerations and Leading Practices Insights

- Changing demographics, including increased immigration and a growing older-adult population, are reshaping community needs, driving demand for culturally inclusive, socially connected, and age-friendly recreation services.
- Climate change is increasing the importance of parks, trails, and green infrastructure for cooling, resilience, active transportation, and emergency response, elevating recreation's role in climate adaptation.
- Economic pressures and rising living costs are creating affordability barriers to participation, emphasizing the need for low cost, accessible, and flexible recreation opportunities.
- Increasing inactivity and sedentary behaviour reinforce recreation's critical role in supporting physical and mental health for all ages, particularly through active play, nature-based activity, and community engagement.
- Leading practices recreation planning emphasize equity, placemaking, volunteer support, digital transformation, and data-driven planning, alongside regional collaboration and reinvestment in aging infrastructure to meet future recreation needs.





6.0 FACILITY UTILIZATION ASSESSMENT



The following section outlines the utilization analysis for the Tantramar Veterans Memorial Civic Centre, the Bill Johnstone Memorial Park Activity Centre, and the Dorchester Veterans Community Centre.

Tantramar Veterans Memorial Civic Centre

The Tantramar Veterans Memorial Civic Centre is a year-round, multi-purpose facility that supports a wide range of community, sport, and event activities, open 7 days a week, hours are subject to seasonal variability. With its NHL-sized ice surface, flexible event spaces, and seating capacity of up to 750, the Centre hosts everything from daily skating and hockey programs to tournaments, meetings, and community events.

Equipped with six dressing rooms, accessible seating, and three meeting spaces, the Mezzanine, Lounge, and Jean Coutu Room, the facility is designed for high versatility and steady use. The following utilization data highlights how these spaces serve the community throughout the year.

Arena

Utilization for the arena was calculated for both ice season and dry floor season. The facility typically operates with a dry floor from May through August, and with an ice surface for the remainder of the year.

Prime time capacity at the facility was calculated based on weekday evenings (4:00 PM–12:00 AM) and weekends (8:00 AM–12:00 AM) during the September–March operating season, excluding Christmas Day, Boxing Day, and New Year’s Day, as well as excluding blocked time for maintenance and ice removal/installation.

Across the three-year period, prime time bookings have increased modestly over the three-year period, rising from 1,392 hours in 2023 to 1,401 hours in 2024 and 1,428.5 hours in 2025, indicating continued demand for evening and weekend ice. Over the same period, the total prime time hours available also increased from 1,608 hours in 2023 to 1,672 hours in 2024 and 1,913.5 hours in 2025. One likely reason for this increase is that the ice season may have been extended, installed earlier in the fall or kept in longer in the spring, creating additional evenings and weekends available for booking. While this resulted in the percentage of prime capacity booked decreasing from 87% to 75%, it represents a positive outcome: more prime time ice being available to accommodate existing users and support future growth in programming and community use.

It is important to note that for ice bookings, a 15 minute flood cycle was incorporated into the utilization calculation.

Prime time utilization is used instead of overall utilization because it focuses on the periods when demand is highest (evenings and weekends), providing a more accurate picture of facility capacity.

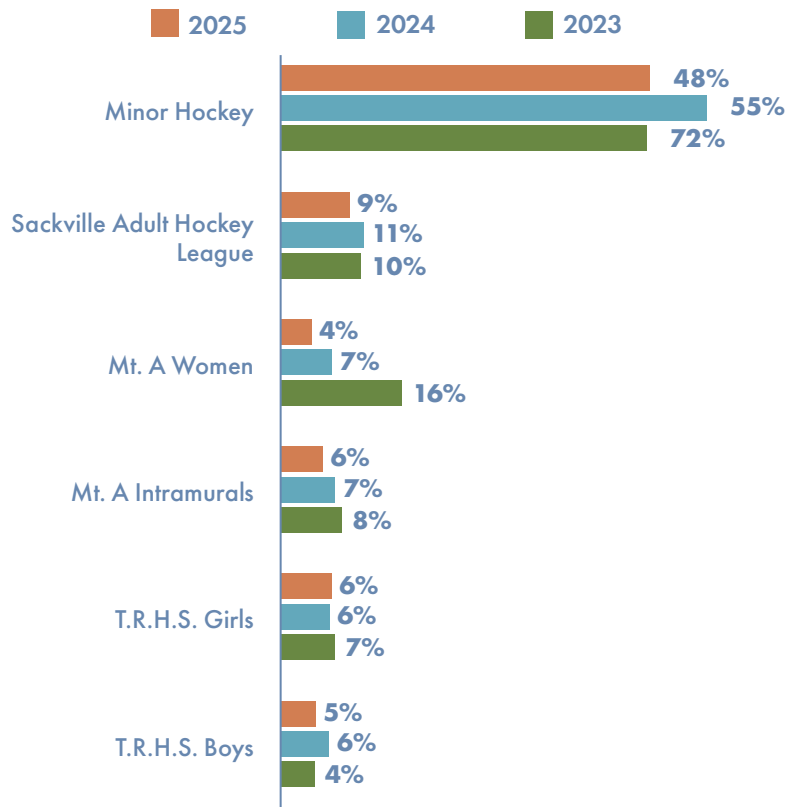
Regarding the dry floor in the summer months, there is significant capacity to support additional use.

The following booking types were not included in utilization calculations: New Years Day, DO NOT BOOK, blocked, ice out, start ice plant, making ice, Christmas Day, Boxing Day.

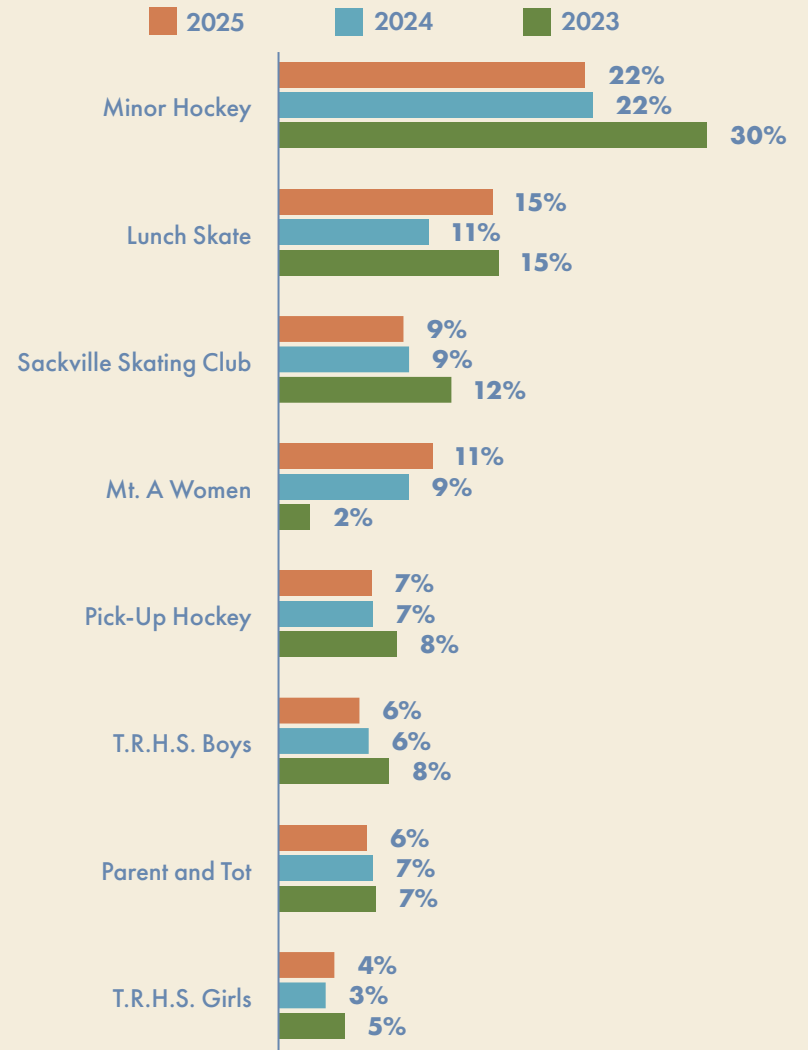
Year	Prime Time Hours Booked	Prime Time Hours Available	Prime Time Utilization
ICE BOOKINGS			
2023	1,392	1,608	87%
2024	1,401.25	1,672	84%
2025	1,428.50	1,913.50	75%

Year	Hours Booked	Hours Available	Utilization
DRY FLOOR BOOKINGS			
2023	193.5	2,886.5	6%
2024	209	2751	5%
2025	76	1818	1%

The top six users of prime time booking space are as follows:



The top 8 users of non-prime time ice bookings are as follows:



Minor hockey is the facility's largest user throughout the ice season for both prime and non-prime time. During prime time, adult programming represents the second-largest user group, while the lunchtime skate program is the second-highest user during non-prime time hours.

Meeting Spaces

With three meeting spaces available, utilization indicates that there is currently sufficient capacity to support additional use if required for extra programming. Use is increasing or steady year after year, and it is not at risk of exceeding capacity.

Jean Coutu Room

Hours Booked	2023	2024	2025
Total Hours Booked	121	268.75	789.5
Total Hours Available	6,570.00	6,588.00	6,570.00
% Booked of Total Capacity	2%	4%	12%

Lounge

Hours Booked	2023	2024	2025
Total Hours Booked	405.25	244	422.25
Total Hours Available	6,600.42	6,618.50	6,600.42
% Booked of Total Capacity	6%	4%	6%

Mezzanine

Hours Booked	Total	2024	2025
Total Hours Booked	104.75	201.75	383.25
Total Hours Available	6,600.42	6,618.50	6,600.42
% Booked of Total Capacity	2%	3%	6%

Mezzanine/Lounge

Hours Booked	2023	2024	2025
Total Hours Booked	405.25	244	422.25
Total Hours Available	6,600.42	6,618.50	6,600.42
% Booked of Total Capacity	6%	4%	6%



Bill Johnstone Memorial Park

The Bill Johnstone Memorial Park is a key recreation hub in Tantramar, offering a wide range of outdoor amenities such as a splash park, playground, tennis and pickleball courts, a basketball court, a bandstand, an activity centre, an artistic fountain, and public washrooms.

This utilization analysis focuses specifically on the activity centre, which is available seven days a week. Utilization data was available for 2025 only. Overall, the facility demonstrates adequate use and also retains the capacity to support additional programming or events if demand increases.

Hours Booked	Total
Total Hours Booked	994.25
Total Hours Available	6,205
% Booked of Total Capacity	16%



Dorchester Veterans Community Center

The Dorchester Veterans Community Centre is a community gathering space, featuring a large and flexible hall suitable for events, meetings, and receptions. Its key amenities include a spacious main hall with ample seating, a fully equipped kitchen to support catered functions, and a stage with a sound system for performances, presentations, and speaker events.

The facility is available seven days a week, and utilization data was available for 2025 only. Overall, the centre shows low usage, however, the downstairs area appears to be used more frequently than the upper floor. There is an opportunity to increase utilization, with the capacity to accommodate additional programs, rentals, or community events if desired in the future.

DVCC Upstairs 2025

Hours Booked	Total
Total Hours Booked	408
Total Hours Available	6,205
% Booked of Total Capacity	7%

DVCC Downstairs 2025

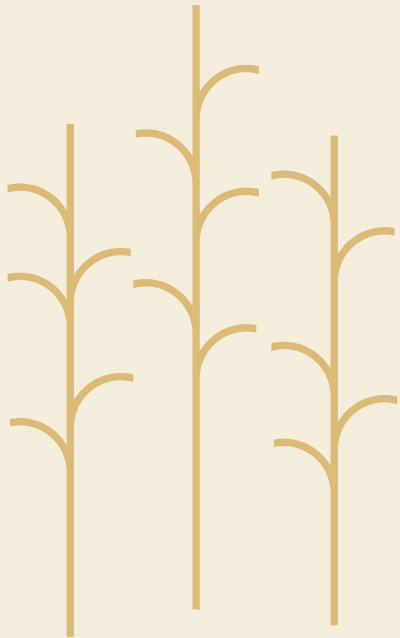
Hours Booked	Total
Total Hours Booked	757.5
Total Hours Available	6,205
% Booked of Total Capacity	12%

DVCC Full Facility 2025

Hours Booked	Total
Total Hours Booked	38
Total Hours Available	6,539
% Booked of Total Capacity	1%

Facility Utilization Assessment Insights

- The Tantramar Veterans Memorial Civic Centre shows consistent ice-season utilization, driven largely by minor hockey and adult league use, while dry floor utilization has the capacity for increase use.
- Prime time hours are heavily used by minor hockey and adult programming, whereas non-prime time is supported by programs such as lunchtime skate, skating club, and school teams, reflecting diverse user needs across the day.
- Meeting spaces in the Civic Centre (Jean Coutu Room, Lounge, Mezzanine) demonstrate room for expanded programming, community bookings, or partnership use.
- The Bill Johnstone Memorial Park Activity Centre indicated steady use but also available capacity to support additional rentals, events, or seasonal programming.
- The Dorchester Veterans Community Centre has the capacity to for increased utilization through programming and community use.



7.0 SERVICE LEVEL APPROACHES AND BENCHMARKING

A service level approach and benchmarking exercise was completed with five comparator communities located across Canada. The municipal comparators were determined based on the following factors based on the following:

- Population
- Land Area (sq km)
- Population Density
- Median Total Income of an Economic Family
- Key Recreation Amenities
- Why the municipality is a good comparator

Other comparator parameters included:

Population Characteristics - Enables an understanding of the current population, as well as the opportunities and challenges associated with future population growth.

Economy - Understanding of the resident base and present economies can also influence activity preferences and patterns.

Location Characteristics - Creates a locational context for communities and influences available activities.

These comparator factors and parameters allow for a comprehensive review of the infrastructure, tools and processes that support the operation of recreation. The five communities reviewed, in addition to Tantramar, included:

- Wolfville, Nova Scotia
- Oromocto, New Brunswick
- Saint Andrews, New Brunswick
- Nelson, British Columbia
- Stratford, Ontario

The following tables provide insight into the provision for indoor recreation amenities, allocation and fees policies and processes, and other municipal functions such as sport and event hosting, provision standards, performance measures, grant programs, and communications and marketing in Tantramar and the comparator municipalities.



Indoor Facilities

Amenities	Average Quantity	Tantramar Quantity	Municipal Provision Ratio (population / amenity)	Tantramar Provision Ratio (population / amenity)	Tantramar Above, Similar or Below Municipality Average
Major Recreation Centre	0	1	0	9,854	Above
Indoor Arenas (# Sheets dry or ice)	2	1	3,530	9,854	Below
Indoor Aquatic Facilities	0	0	0	0	Similar
Aquatics - 25 m Tanks	0	0	0	0	Similar
Aquatics - 50 m Tanks	0	1	0	9,854	Above
Aquatics - Major Leisure Components	0	0	0	0	Similar
Curling Rinks (# sheets)	1	3	410	3,285	Above
Fitness Centres	0	1	0	9,854	Above
Indoor Turf (# of Fields)	0	0	0	0	Similar
Community Gymnasium Spaces (Rec or Community Centre)	0	1	0	9,854	Above
Indoor Courts (# of hard courts)	4	0	831	0	Below
Indoor Tennis Facilities (# of Courts)	0	0	0	0	Similar
Indoor Pickleball Facilities (# of Courts)	8	0	415	0	Below
Indoor Playgrounds	0	0	0	0	Similar
Youth Spaces	1	0	11,086	0	Below

Amenities	Average Quantity	Tantramar Quantity	Municipal Provision Ratio (population / amenity)	Tantramar Provision Ratio (population / amenity)	Tantramar Above, Similar or Below Municipality Average
Multipurpose Program Spaces (# of rooms)	3	3	2,703	3,285	Similar
Indoor Walking Track	1	0	6,646	0	Below

Key Findings:

- Tantramar is above average provision levels for major recreation centers.
- Tantramar’s provision levels have a few shortfalls in arenas, hard courts, pickleball courts, youth spaces and a walking track.
- A common theme across all municipalities, but in particular Tantramar, Wolfville, Oromocto and Nelson, is that the municipalities do not own/operate the majority of indoor recreation facilities and amenities that are available for residents and private users alike. Instead, most of the indoor recreation amenities are outsourced through either local Universities (e.g. Acadia University), a local military base (e.g. Oromocto and Gagetown) or cost sharing agreements (e.g. City of Nelson and RDCK).

Outdoor Facilities

Amenities	Average Quantity	Tantramar Quantity	Municipal Provision Ratio (population / amenity)	Tantramar Provision Ratio (population / amenity)	Tantramar Above, Similar or Below Municipality Average
Outdoor Rink	1	1	9,439	9,854	Similar
Spray Parks	1	1	10,326	9,854	Similar
Playgrounds	10	4	1,174	2,464	Below
Basketball Courts	2	1	1,709	9,854	Below
Ball Diamonds	3	3	2,829	3,285	Similar
Rectangular Fields	3	1	4,155	9,854	Below
Disc Golf	0	1	2,261	9,854	Above
Tennis Courts	4	2	2,490	4,927	Below
Pickleball Courts	4	4	3,079	2,464	Similar
Skatepark	1	1	12,346	9,854	Similar
Dog Parks	1	0	12,346	0	Below

Key Findings:

- Tantramar is above average provision for disc golf courses, and at a similar provision for pickleball courts, skateparks, spray parks and outdoor rinks.
- When compared to similar communities, Tantramar fall below average in the availability of playgrounds, basketball courts, ball diamonds, fields, tennis courts and dog parks.

Allocation

There is a gap in allocation policies and bylaws across Tantramar and comparators. Although the City of Nelson does not have their own allocations policy or bylaw, through the Regional District of Central Kootenay, which manages much of Nelson’s recreation, they have a Community Services Recreation Allocation. This policy consists of strong benefits-based approaches, which focus on the community, are equitable, fair and responsive to needs.

Fees

Municipality	Tantramar, NB	Wolfville, NS	Oromocto, NB	Saint Andrews, NB	Nelson, BC	Stratford, ON
Document						
Fees and Charges Policy	N	Y	N	Y	N	N
Fees and Charges Bylaw	N	N	N	N	Y	Y
Other (Bylaw, Policy, Strategy/Framework)	N	N	N	N	N	N
Approach/Strategy (Y/N)						
Cost or Cost-Recovery Based	N/A	N	N/A	N	Y	N
Benefits Based Approach	N/A	Y	N/A	Y	Y	Y
Principles (Y/N)						
Understand Unit Costs (direct & indirect costs)	N/A	N	N/A	N	Y	Y
Maximize Cost Recovery	N/A	N	N/A	N	Y	N
Assess Benefits (individual and community)	N/A	Y	N/A	Y	Y	Y
Provide Subsidies/Tax Support	N/A	Y	N/A	Y	Y	Y

Municipality	Tantramar, NB	Wolfville, NS	Oromocto, NB	Saint Andrews, NB	Nelson, BC	Stratford, ON
Provide Equity and Inclusion (including affordability)	N/A	Y	N/A	Y	N	N
Offer at Reasonable Cost/Provide Fair Market Value	N/A	Y	N	N	N	N
Ensure Consistency, Transparency & Efficiency	N/A	N	N/A	Y	N	Y
Pricing Strategies (Y/N)						
Traditional Pricing	N/A	N	N/A	N	N	N
Equity Pricing (benefits-based)	N/A	Y	N/A	Y	Y	Y
Cost Recovery Pricing	N/A	N	N/A	N	Y	N
Comparative/Market-driven Pricing	N/A	N	N/A	N	N	N
Differential Pricing (e.g., users and uses)	N/A	N	N/A	Y	Y	Y
Demand-based pricing (e.g., prime time vs non-prime time, location)	N/A	N	N/A	N	N	Y
Criteria and Factors Considered (Y/N)						
Cost (direct/indirect)	N/A	N	N/A	N	N	Y
Community vs individual benefits	N/A	Y	N/A	Y	Y	Y
Cost recovery	N/A	N	N/A	N	Y	N

Municipality	Tantramar, NB	Wolfville, NS	Oromocto, NB	Saint Andrews, NB	Nelson, BC	Stratford, ON
Needs of priority groups (level of tax support)	N/A	N	N/A	Y	Y	Y
Inflation/Cost of Living (including adjustments)	N/A	N	N/A	N	N	N
Revenue generation/ other funding opportunities	N/A	N	N/A	N	N	N
Type of user/user groups	N/A	N	N/A	Y	Y	Y
Resident/local group or sports partner)	N/A	N	N/A	Y	Y	Y
Type of use	N/A	N	N/A	Y	Y	Y
Affordability	N/A	Y	N/A	Y	N	N
Market analysis Results	N/A	N	N/A	N	N	N
Community feedback	N/A	N	N/A	N	N	N

Key Findings:

- Across comparator municipalities, approaches vary, with Tantramar and Oromocto having neither a fees and charges policy nor a bylaw, while most others have one or the other, but not both.
- Widely applied principles across comparator communities include understanding unit costs, assessing benefits to individuals and community, providing subsidies and tax supports alongside ensuring consistency, transparency and efficiency.

Other Municipal Functions Related to Recreation Services

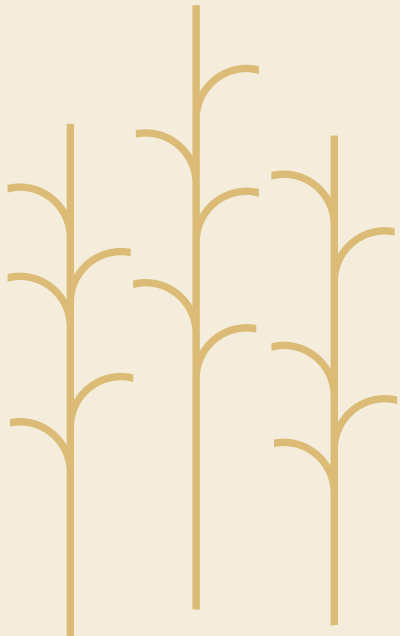
Municipality	Tantramar, NB	Wolfville, NS	Oromocto, NB	Saint Andrews, NB	Nelson, BC	Stratford, ON
Provision Standards						
Established Provision Standards	N	N	N	N	N	N
Performance Measures. (Y/N)						
Performance indicators in strategic planning	Y	N	Y	N	Y	N
Data informed	Y	N	N	N	Y	N
Grant Programs						
Recreation Guide (Print / Online)	Y	Y	Y	Y	N	Y
Recreation / Sport Brand	N	N	Y	Y	N	N
Social Media. (Unique to Dept.)	Y	N	Y	Y	N	N

Key Findings:

- Across all municipalities, there are no established provision standards for recreation services or amenities.
- Tantramar, Oromocto, and Nelson all incorporate data-informed performance indicators within their strategic planning. Oromocto differs in its approach, using evaluation methods tied to its unique regional context, requiring recreation leadership to continually ask and answer “yes” to five identified questions outlined in its Recreation Master Plan for monitoring success.
- The majority of comparators have grant policies in place to support recreation, with the exception of Oromocto and Nelson.
- It is uncommon for municipalities in this exercise to have social media account unique to recreation departments, however Tantramar, Oromocto, and Saint Andrew have unique socials and brands.

Service Level Approaches and Benchmarking Insights

- Benchmarking with five comparator municipalities shows that Tantramar exceeds average provision in major recreation centres, while falling below average in several indoor amenities including arenas, curling sheets, hard courts, pickleball courts, youth spaces, and indoor walking tracks.
- Outdoor facility benchmarking indicates strengths in disc golf, pickleball, spray parks, outdoor rinks, and skateparks, but below average provision of playgrounds, courts, fields, ball diamonds, tennis courts, and dog parks.
- Fee and allocation policy comparisons highlight that Tantramar does not have a fees and charges policy and an allocation policy, whereas most comparator communities use benefits-based frameworks that emphasize equity, transparency, and cost understanding.
- Tantramar aligns with comparator by incorporating data informed performance indicators into its strategic planning.
- Municipal comparisons reveal opportunities to for increased grant programs, marketing approaches, and recreation branding.





APPENDICES

41

DOWN TO EARTH

Older, middle-income rural couples and families



R2 LOWER-MIDDLE RURAL
M1 OLDER FAMILIES & EMPTY NESTS

Population:
 985,332
 (2.58% of Canada)

Households:
 392,664
 (2.61% of Canada)

Average Household Income
 \$98,537

Average Household Net Worth:
 \$428,955

House Tenure:
 Own

Education:
 Mixed

Occupation:
 Blue Collar/
 Service Sector

Cultural Diversity Index:
 Low

Sample Social Value:
Obedience to Authority

Who They Are

The largest PRIZM segment with nearly 400,000 households, Down to Earth consists of older couples and families found in rural communities across the country. Eight out of ten adults are homeowners, typically living in modest, single-detached homes built before 1990. The majority of maintainers are over 55 years old. Most Down to Earth households earn average incomes from a mix of blue-collar in agriculture, construction and the trades. And while the most common family type is empty-nesting couples, more than a third of households contain couples with kids of all ages. What these rural folks share is a tradition-bound lifestyle: more than 80 percent of households are third-plus-generation Canadians and a significant percentage start their day with early-morning chores. As in other rural communities, Down to Earth residents spend their leisure time close to home and nature, enjoying sewing, knitting, bird-watching and snowmobiling. Their yards often have a small collection of trucks, cars, boats, ATVs and RVs; status is expressed in the size of their pickup. And many are strong on the value of *Fulfillment Through Work*, believing that one's work should be useful to others.

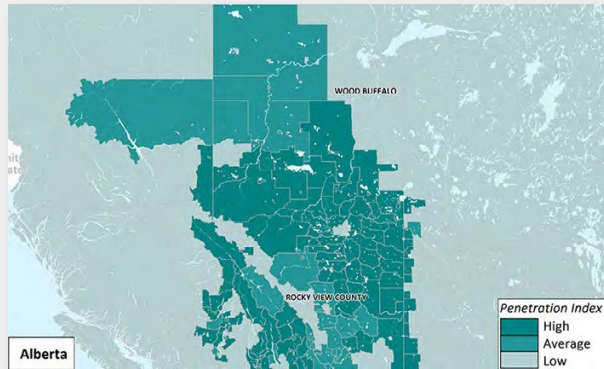
Befitting a rural segment, the residents of Down to Earth enjoy the same outdoorsy activities their grandparents would have enjoyed: hunting, fishing and gardening. They're less likely to pursue aerobic sports than quieter hobbies like making crafts; many do their own home improvement projects. For a special occasion, they'll attend a curling bonspiel or golf match, and they'll occasionally visit a casino or bingo hall. Now that many Down to Earth residents have retired, they're travelling more, though typically within Canada using their camper or RV and may be eager to return to these types of trips after COVID-19 restrictions are lifted. Not surprisingly, these older folks have traditional media patterns. They watch an average amount of TV, particularly home improvement shows, sports and sitcoms. They describe radio as "more personal" than other media, and tune in to new and traditional country, oldies and religious programs. With their communities beyond the territory of daily newspapers, they subscribe to local papers and magazines that cover gardening, health, hobbies and senior citizen issues. As for digital media, they go online for mostly utilitarian reasons: banking, reading newspapers or viewing classified ads.

How They Think

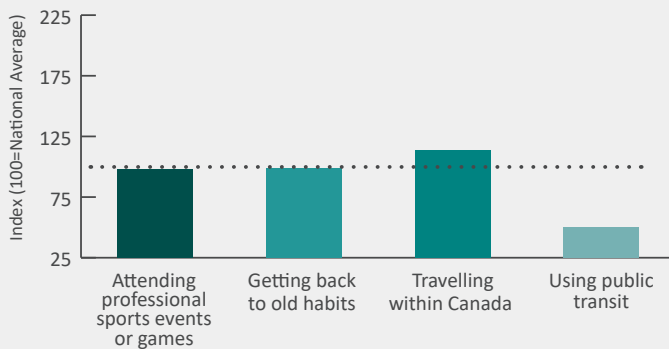
The backcountry folks of Down to Earth are traditionalists. They believe in family and country, striving to maintain and understand their historical roots and backing a strong role for Canada on the global stage (*Search for Roots, National Pride*). They value organized religions and playing by the rules (*Religiosity, Obedience to Authority*). And they worry about the impact of immigration on their way of life, believing newcomers should give up their cultural identities to adopt the mainstream culture (*Xenophobia, Cultural Assimilation*). Down to Earth members are exactly what their segment name implies: people who are cool and controlled, keeping their emotions in check and guided instead by reason and logic (*Emotional Control*). But they still seek out activities that disrupt their daily routine (*Need for Escape*). Many turn to nature to recharge their batteries and enjoy activities that take them outdoors (*Attraction to Nature*). In the marketplace, their *Financial Concern Regarding the Future* makes them a tough sell, and their *Utilitarian Consumerism* is reflected in their strong preference for items that are practical rather than aesthetically pleasing. With their *Technology Anxiety*, they're among the last to embrace digital media and smart devices.

41. DOWN TO EARTH

Where They Live



Post-Pandemic, Looking Forward To:



How They Live



LEISURE

fishing/hunting
arts/crafts/sewing/knitting
country music concerts
casinos



TRADITIONAL MEDIA

classic country radio
curling on TV
gardening magazines
community newspapers



FOOD/DRINK

processed cheese
regular coffee
rye/Canadian whisky
casual family restaurants



AUTOMOTIVE

domestic brands
large pickup trucks
intermediate cars
ATVs/snowmobiles



MOBILE

respond to classified ads on mobile phone
read online news on mobile phone
bank/pay bills on tablet
view store flyers on tablet



SHOPPING

Giant Tiger
Mark's
Walmart
home improvement stores



INTERNET

automotive sites
discount coupons on computer
eBay.ca
purchase toys/games online



FINANCIAL

senior services bank plans
financial planning
online trading
donate to religious groups



SOCIAL

Pinterest
Facebook
YouTube
share links with friends and colleagues



HEALTH

take multivitamins for 50+ men and women

ATTITUDES

"It's very important to have a more intense and more spiritual inner life"

"I am adventurous/outdoorsy"

"New technologies are causing more problems than they are solving"

"Brands are not important to me at all"



BACKCOUNTRY BOOMERS

Rural, lower-middle-income older couples and singles



R2 LOWER-MIDDLE
RURAL

M2 MATURE
SINGLES
& COUPLES

Population:
789,460
(2.07% of Canada)

Households:
347,138
(2.31% of Canada)

**Average Household
Income**
\$82,900

**Average Household Net
Worth:**
\$366,422

House Tenure:
Own

Education:
Mixed

Occupation:
Blue Collar/
Primary

Cultural Diversity Index:
Low

Sample Social Value:
*Primacy of
Environmental
Protection*

Who They Are

A collection of remote villages of which half are found in the Atlantic provinces, Backcountry Boomers is about as rural as it gets. The householders in this segment are mostly older, empty-nesting couples and those living alone. Forty percent of maintainers are over 65, and nearly three-quarters of households contain only one or two people. Although most adults are out of the labour force, those still working hold a mix of blue-collar and service sector jobs in farming, natural resources, construction, transportation and the trades. The pay is modest—incomes are 25 percent below average—but it's enough to own an unpretentious, single-detached house. And pride of province holds a special place in this segment, where almost 85 percent are third-plus-generation Canadians and one of their top-ranked values is *Parochialism*. Backcountry Boomers members like to fish, hunt and garden, for the camaraderie as much as the opportunity to put food on the table. Their hobbies are the old-fashioned, pre-Internet variety: making crafts, knitting and collecting coins and stamps. And their motorized vehicles are their prized possessions: large pickups, power boats, ATVs and snowmobiles—preferably made in Canada.

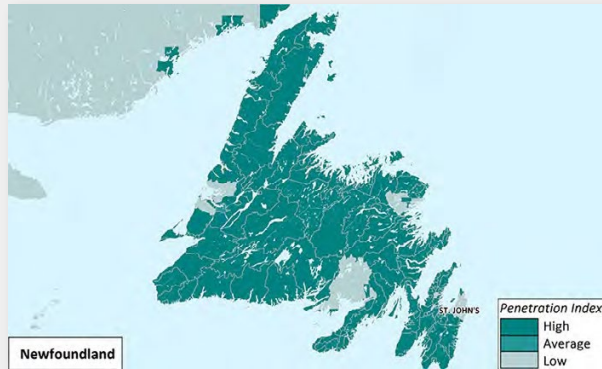
“Life in the country is much more satisfying than in the city,” Backcountry Boomers members tell researchers of their rural lifestyles. These residents enjoy their natural surroundings with outdoor pursuits like hiking, cross-country skiing and snowmobiling. They'll spend an evening out at a local community theatre or concert featuring popular or country music. Many don't roam far on holidays, staying in the Atlantic provinces and sometimes arranging a golf package or romantic getaway. As COVID-19 restrictions lift, they're looking forward to getting back on the road and travelling within Canada. Despite their remote communities, they prefer in-store shopping to e-commerce, and they stock up during regular trips to chains like Walmart and Canadian Tire. In Backcountry Boomers, television is the chief form of entertainment: These households often keep their sets tuned to CBC News, occasionally switching to CMT, Discovery or the W Network. While driving their old country roads, they listen to news, oldies, classic rock and any kind of country music radio station. Many like to relax in their recliners with a community newspaper or *Outdoor Canada* magazine. But they're not big fans of the Internet, occasionally going online for classified ads, auctions or health-related information.

How They Think

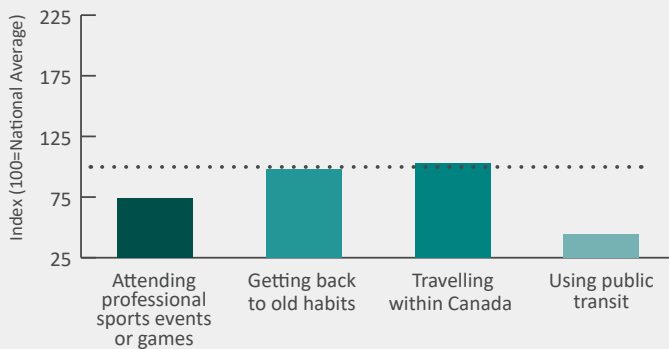
The members of Backcountry Boomers are proud, selfless Canadians who believe in caring for others before themselves (*Duty*), even though they're worried that their finances will worsen in the coming years (*Financial Concern Regarding the Future*). Protective of their slice of heaven, they tend to prioritize protection of the environment over economic advancement and try to trust and support the small businesses in their community (*Primacy of Environmental Protection, Confidence in Small Business*). These older Canadians can find it difficult to adapt to the complexities and changes in modern society, but they try to remain unruffled and make decisions based on logic and reason (*Aversion to Complexity, Emotional Control*). When things get complicated and they need to escape the hassles of everyday life, they often seek the restorative powers of nature through their favourite outdoor activities (*Need for Escape, Attraction to Nature*). In the marketplace, these consumers typically like practical, easy-to-use products (*Utilitarian Consumerism*), but they consider the ethical practices of the companies that make them (*Ethical Consumerism*). And marketers should note that they're completely indifferent toward brand names (*Brand Apathy*).

49. BACKCOUNTRY BOOMERS

Where They Live



Post-Pandemic, Looking Forward To:



How They Live



LEISURE

snowmobiling
walking/hiking
community theatre
volunteer work



TRADITIONAL MEDIA

TV figure skating
CBC News
classic hits radio
Our Canada



FOOD/DRINK

Coors Light
almond milk
dry soup
coffee/donut shops



AUTOMOTIVE

domestic intermediate cars
domestic large pickups
2009 and older model years
Ford



MOBILE

read newspapers on mobile phone
send/receive messages on tablet
bank/pay bills on tablet
take pictures/video on tablet



SHOPPING

Walmart
Eddie Bauer
Canadian Tire
eBay.ca



INTERNET

food/recipe sites
weather sites
music streaming on computer
play games online



FINANCIAL

high-interest savings account
term life insurance
will/estate planning with trust
use financial planner



SOCIAL

Pinterest
Facebook videos
read online article comments
use social media while watching TV



HEALTH

have mobility assistance aids

ATTITUDES

"I am very concerned that I will not have enough money to live comfortably in the future"

"New technologies are causing more problems than they are solving"

"No-name products are not as good as nationally advertised brands"

"I make an effort to buy local produce/products"





S6 OLDER
SUBURBAN

M2 MATURE
SINGLES
& COUPLES

Population:

484,561
(1.27% of Canada)

Households:

243,998
(1.62% of Canada)

**Average Household
Income**

\$67,311

**Average Household Net
Worth:**

\$281,367

House Tenure:

Own & Rent

Education:

Grade 9/High School/
College

Occupation:

Service Sector/
Blue Collar

Cultural Diversity Index:

Low

Sample Social Value:

*Confidence in
Small Business*

Who They Are

Suburban Recliners is one of the older segments, a collection of suburban areas surrounding smaller and midsize cities, including a number of newer retirement communities. Households typically contain empty-nesting couples and older singles living alone; nearly 40 percent of maintainers are over 65 years old, and one in ten members is widowed. With many now retired, residents get by on income supplemented by pensions and government transfers. Those still in the workforce have low-paying jobs in accommodation and food services. But their downscale incomes go far in their neighbourhoods where dwelling values are about half the national average. In Suburban Recliners, members typically live in single-detached houses or low-rise apartments and are as equally likely to be owners as renters. When it comes to leisure, these third-plus-generation Canadians aren't ready to slow down just yet. They like to attend community theatre productions, craft show and music festivals. Occasionally, they'll spring for tickets to a figure skating event or auto race. Despite their tight budgets, they enjoy buying products on impulse without first comparing prices (*Buying on Impulse*).

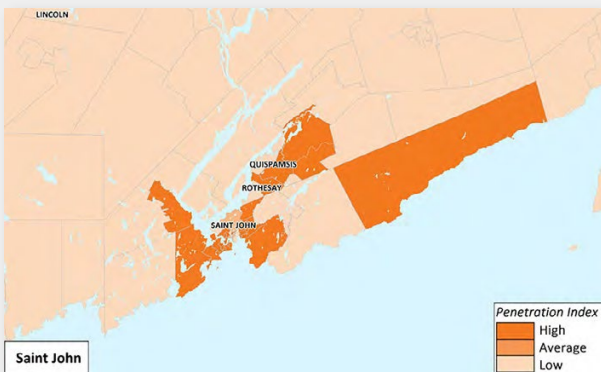
The members of Suburban Recliners are aging yet active suburbanites. They have the free time to visit provincial parks, travel throughout Canada and take part in civic activities. They like to gamble and have high rates for trying their luck at casinos, horse races and lottery ticket kiosks. While their nest eggs are modest, they typically set aside money in mutual funds and GICs for their retirement. And they tend to be frugal shoppers who sign up for rewards programs, use digital coupons and frequent bulk food stores and second-hand clothing stores. For entertainment, these older residents appreciate traditional media. They're TV fans who like the Movie Time, Lifetime, FX and History Television channels. They appreciate the "personal" feel of radio, which they tune in for oldies, big band, classic rock and country music. Rather than the major dailies, they prefer community newspapers as well as magazines that cover entertainment, fitness, gardening and homes. Admittedly tech laggards, they engage in few Internet activities at above-average rates. But they will occasionally use their computer to play a game, buy groceries or pin an image on Pinterest. During the COVID-19 pandemic, this segment saw a decrease of time spent on social media.

How They Think

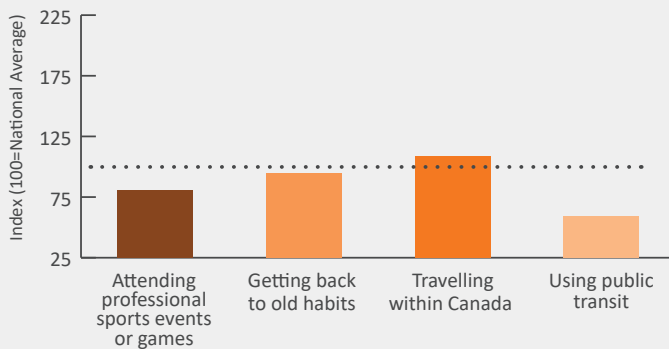
The members of Suburban Recliners are socially progressive and prefer a more casual approach to life. They consider diversity a source of personal enrichment, are open to interracial families and tend to disregard social norms governing manners (*Social Learning, Racial Fusion, Rejection of Orderliness*). Optimistic about their future, they believe in having a strong *Work Ethic*, and that work should be about more than getting paid (*Fulfillment Through Work*). But they're not without worries, especially regarding the ethics of technology and the pace of change (*Technology Anxiety*). Suburban Recliners members seek to scale back their material expectations while enhancing their quality of life, especially if it allows them to experience new sensations every day (*Voluntary Simplicity, Sensualism*). They often head outdoors and enjoy connecting with nature (*Primacy of Environmental Protection*). In the marketplace, they patronize small businesses in the belief that they're more committed to providing quality goods and working in the public interest compared to big corporations (*Confidence in Small Business*).

62. SUBURBAN RECLINERS

Where They Live



Post-Pandemic, Looking Forward To:



How They Live



LEISURE

craft shows
community theatres
horse racing
cruise package tours



TRADITIONAL MEDIA

Lifetime
History Television
oldies radio
Reader's Digest



FOOD/DRINK

condensed soup
in-store bakery
diet colas
seafood restaurants



AUTOMOTIVE

domestic compact SUVs
domestic large pickups
Ford
2008 or earlier model years



MOBILE

access real estate listings on mobile phone
redeem discount coupons on mobile phone
bank/pay bills on tablet
listen to radio on tablet



SHOPPING

Mark's
Giant Tiger
Home Hardware
bulk food stores



INTERNET

online dating
purchase groceries online
auction sites
food/recipes sites



FINANCIAL

GICs
guaranteed life insurance
department store credit cards
senior services bank plans



SOCIAL

Facebook
Pinterest
play games with others online
6 hours or more/day on social media



HEALTH

use allergy/sinus remedy
6+ times/month

ATTITUDES

"I have enough trouble taking care of myself without worrying about the needs of the poor"

"Compared to this time last year, my financial position is less secure"

"It is not really a problem for me that life is becoming more and more complex"

"I often buy things just because they are beautiful, whether or not they are practical"





REFERENCES

- Allan, V. Creating Welcoming, Equitable Spaces for New Canadians in Sport (2023). <https://sirc.ca/articles/equitable-spaces-for-new-canadians-in-sport/>
- Anderson-Brown et al. Racialized people equity and inclusion lens snapshot (2016). https://everybodymoves.ca/sites/default/files/2023-08/Racialized-People-Snapshot_En.pdf
- Bush O. Volunteer Work Statistics in Canada (2025). <https://madeinca.ca/volunteer-work-statistics-canada/#:~:text=In%202018%2C%2079%25%20of%20Canadians,was%20worth%20approximately%20%2455%20billion>
- Canadian Fitness and Life Research Institute. Physical Activity Levels (2026). <https://cflri.ca/publications/physical-activity-levels/>
- Canadian Fitness and Lifestyle Research Institute. Volunteering in sport, physical activity, and recreation (2024). <https://cflri.ca/publication/volunteering-in-sport-physical-activity-and-recreation/>
- Canadian Parks and Recreation Association. Framework for Recreation in Canada, Framework Update. (2024). https://assets.nationbuilder.com/cpra/pages/1534/attachments/original/1721146068/Framework_for_Recreation_-_EN.pdf?1721146068
- Canadian Public Health Association. What is Play? (2018). <https://www.cpha.ca/what-play#:~:text=It%20improves%20children's%20physical%2C%20mental,%2C%20independence%2C%20and%20conflict%20resolution.andtext=Engagement%20in%20play%20provides%20experiences,necessary%20to%20thrive%20as%20adults>
- Canadian Public Health Association. What's in the best interest of the child? A public health perspective on access to unstructured play for children in Canada (2019). <https://www.cpha.ca/sites/default/files/uploads/resources/play/playproject-wickedproblems-e.pdf>
- Canadian Urban Institute. Let's Talk About Place Making: Canada's Placemaking Community (2025). <https://placemakingcommunity.ca/wp-content/uploads/2025/04/LTAP-EN.pdf>
- Coaching Association of Canada. Safe Sport Training (n.d.). <https://coach.ca/sport-safety/safe-sport-training>
- Government of Canada. Economic and Fiscal Overview (2024b). <https://www.budget.canada.ca/update-miseajour/2024/report-rapport/overview-apercu-en.html>
- Government of Canada. Notice – Supplementary Information for the 2025-2027 Immigration Levels Plan (2024a). <https://www.canada.ca/en/immigration-refugees-citizenship/news/notices/supplementary-immigration-levels-2025-2027.html>
- Government of New Brunswick. New Brunswick Population Report (2025). <https://www.nbjobs.ca/sites/default/files/2025-03/2025-02-19-LMI-Population-Report-EN.pdf>
- Hahmann T. Volunteering counts: Formal and informal contributions of Canadians in 2018 (2021). <https://www150.statcan.gc.ca/n1/pub/75-006-x/2021001/article/00002-eng.htm>
- Homeless Hub. Homelessness 101 (2025). <https://homelesshub.ca/collection/homelessness-101/>
- Jamieson W. A brief overview of the State of Place Making and Place Management in Canada (2025)
- Jumpstart. Research (2026). <https://jumpstart.canadiantire.ca/pages/the-state-of-sport-in-canada>
- King. Digital Transformation Framework: Pioneering Progress & Advancing Together (2024). https://www.king.ca/sites/default/files/docs/local-government/strategic-initiatives-master-plans/2024_Digital%20Transformation%20Framework_FINAL.pdf
- Measuring Impact. The Price of Inactivity: Measuring the Powerful Impact of Sport, Physical Activity, and Recreation in Canada. (2023). https://measuring-impact.ca/wp-content/uploads/2023/11/CFLRI-CPRA_Price-Inactivity-Full-Report-EN-FINAL.pdf
- MNP Digital. Benchmarking digital transformation across municipalities: MNP Digital Municipal Research Report (2023). <https://mnpdigital.ca/insights/benchmarking-digital-transformation-municipalities-research-report/>

- MNP. 2025 MNP Municipal Report: Canadian local governments lean into AI and analytics to drive meaningful progress (2025). <https://www.mnp.ca/en/media/2025-municipal-report-canadian-local-gov-ai-analytic-drive-progress>
- National Recreation and Parks Association. Using Data at Park and Recreation Agencies (2016). <https://www.nrpa.org/contentassets/f768428a39aa4035ae55b2aaff372617/data-analysis-park-and-recreation.pdf>
- NPOInfo. Using Data to Track Your Recreation Program's Effectiveness (2023). <https://npoinfo.com/using-data-to-track-your-recreation-programs-effectiveness/>
- O'Shea S. Collaborative Regional Recreation Planning (n.d.). <https://www.msa-ps.com/collaborative-regional-recreation-planning/>
- Participation. Physical Activity in Canada (2026). <https://www.participation.com/the-science/key-facts-and-stats/>
- Perry Group Consulting. AI in Action: The Hype, the Reality, and the Future for Municipalities (2025). <https://www.perrygroupconsulting.ca/news/2025/8/19/ai-in-action-the-hype-the-reality-and-the-future-for-municipalities>
- Peters J. Truth, Reconciliation, and Sport (n.d.). <https://coach.ca/resource/truth-reconciliation-and-sport>
- Poynting M. A Really Simple Guide to Climate Change. (2026) <https://www.bbc.com/news/science-environment-24021772>
- Project for Public Spaces. What is Placemaking? (2025). <https://www.pps.org/article/what-is-placemaking>
- Qureshi T., Gallant G., Bronstein T., Hazelden M., Brierley A. & Sinha S. Perspectives on Growing Older in Canada: The 2025 NIA Ageing in Canada Survey. Toronto, ON: National Institute on Ageing (2026). https://niageing.ca/wp-content/uploads/2026/01/January-22-2026_Perspective-on-Growing-Older-in-Canada-The-2025-NIA-Ageing-in-Canada-Survey_Report.pdf
- Silberstein C. The Future of Events: Trends and Factors (2024). <https://corporatemeetingsnetwork.ca/2024/02/23/the-future-of-events-trends-and-factors/>
- Sport Tourism Canada. About STC (2026). <https://www.sporttourismcanada.com/about-stc/>
- Statistics Canada. Canadian Survey on Business Conditions, fourth quarter 2025 (2025). <https://www150.statcan.gc.ca/n1/daily-quotidien/251125/dq251125a-eng.htm>
- Statistics Canada. Intersecting risk factors for physical inactivity among Canadian adults (2023). <https://www150.statcan.gc.ca/n1/pub/82-003-x/2023011/article/00002-eng.htm>
- Statistics Canada. Nearly half of Canadians report that rising prices are greatly impacting their ability to meet day-to-day expenses (2024). <https://www150.statcan.gc.ca/n1/daily-quotidien/240815/dq240815b-eng.htm>
- Torres N. Harnessing Data Metrics for Parks and Recreation Advancement (2023). <https://datasmart.hks.harvard.edu/harnessing-data-metrics-parks-and-recreation-advancement>
- Truth and Reconciliation Commission of Canada. Truth and Reconciliation Commission of Canada: Calls to Action (2015). https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Calls_to_Action_English2.pdf
- United Nations. What is Climate Change (n.d.), <https://www.un.org/en/climatechange/what-is-climate-change>
- World Health Organization. Nearly 1.8 billion adults at risk of disease from not doing enough physical activity (2024). <https://www.who.int/news/item/26-06-2024-nearly-1.8-billion-adults-at-risk-of-disease-from-not-doing-enough-physical-activity#:~:text=Physical%20inactivity%20puts%20adults%20at,The%20Lancet%20Global%20Health%20journal.>





Tantramar
NEW BRUNSWICK

