



# RECREATION MASTER PLAN 2013



October 2013



## Acknowledgements

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# EXECUTIVE SUMMARY

## Introduction

The Rural Municipality of Hanover is the second largest rural municipality in Manitoba. It has a diverse population of 14,026 residents who, while spread across 740 square kilometers, are concentrated in five urban centres. The RM of Hanover is the third fastest growing rural municipality in Manitoba with an 18% increase in population since 2006. Much of the population growth has resulted from residents of major urban centres seeking a rural lifestyle and from inward migration of a large number of new Canadians who have emigrated from approximately forty-two different countries.

Proximity to major urban centres, population growth and distribution, and increased diversity of residents each present unique challenges for the RM of Hanover. As the community has grown, recreation services and quality of life issues have increased in importance. The RM Council recognizes that recreation and parks play an important role in individual growth and community development and can be an important vehicle to facilitate communication, reduce alienation, foster healthy living, improve livability and strengthen communities.

In recent years, the RM has taken steps to improve recreation services to residents, and its 2012 Strategic Plan identified recreation as the highest priority issue to address in the coming years. Early in 2013, a consultant was appointed to develop an RM wide Recreation Master Plan that would identify appropriate strategies to guide recreation development now and in the long-term future.

## Process

The recreation master plan involved a review of the current status of the recreation service delivery system, an inspection of facilities and an update of the facility inventory in the community. Data was reviewed regarding the changing economic and demographic profile of the community, facility and program gap analysis, changing leisure participation trends, and community needs and expectations. Community consultation and engagement included working closely with an appointed project steering committee, meetings and focus groups with recreation organizations, a random sample community needs survey, and review of the plan with community recreation stakeholders at draft report stage.

## Findings

The response to the community survey (27%) was excellent and the returns came from a representative sample of community residents, allowing the results to be generalized across the population of the RM. The survey found that there is an exceptionally high level of satisfaction (average 7.9 out of 10) with the quality of life in the community largely due to low crime; safe, quiet and friendly Christian based communities; good schools; proximity to larger urban centres; and good recreation opportunities.

Recreation facilities are important to the community, with 90.5% of residents reporting using them in the previous year. There is a high degree of satisfaction with the supply and availability of recreation facilities and programs. Favourite recreation activities for residents are walking, cycling, swimming, curling and hockey. There is more support for new and improved outdoor facilities (60%) than for indoor facilities (50%). If new outdoor facilities were developed the preference is for play structures, walking paths and park amenities. The preference for indoor development is for indoor arena and fitness facilities. Any new or improved facilities requiring capital expenditures should, however, involve consultation with the public and be carefully considered, as the survey identified that almost half of the community (42%) does not support increases in taxes to develop new recreation facilities.

The survey and other community consultation strategies were helpful in identifying a number of key issues to be addressed in the plan. These issues included:

1. Governance model for recreation administration and community centres
2. Funding model and grant policy for community centres
3. High expectations, complex issues, increased responsibilities and high expectations placed on community centre boards
4. Aging recreation infrastructure
5. Funding support and priorities for new capital development
6. Volunteer burnout and decline of volunteer participation
7. Impact of immigration, community growth and young population
8. Competition for resources between the five urban community centres in Hanover
9. Proximity to Steinbach and Winnipeg
10. Perception that recreation is a low priority within the RM of Hanover
11. Limited relationship with the school division and availability of school facilities
12. Limited support amongst community residents for tax supported recreation development

Based on an analysis of the above issues, the following recommendations and strategies are proposed as a means to resolve these challenges and build an efficient and effective recreation delivery system.

## **Recommendations**

### *Recommendation 1. Recreation Facility Priority Process*

That the RM of Hanover adopt the facility priority policy, values and process outlined in section 4.2.1 to guide the allocation of public funding to support new and improved recreation facility development in the community.

### *Recommendation 2. Asset Management*

That the RM of Hanover better define the role of community centre boards in the first line maintenance of the facilities that the boards manage and that the RM assume the responsibility for all second line maintenance functions, thereby ensuring a consistent standard of day-to-day preventive maintenance and protection of the long-term viability of their assets.

### *Recommendation 3. Asset Manager*

That the RM hire a full-time asset manager who will be responsible for developing a comprehensive asset management program for all public buildings and facilities owned by the RM and provide expertise and assistance to community centres by developing and monitoring a preventive maintenance program for the assets they manage.

### *Recommendation 4. Process for Grunthal Arena Expansion*

That before detailed planning for additional space at the Grunthal arena proceeds, a current condition assessment be undertaken and a more in-depth assessment of the demand for and suitability of the proposed addition be undertaken with the assistance of the RM of Hanover.

### *Recommendation 5. Mitchell Senior Centre Lease*

That the RM enter into discussions with the Mitchell Senior Centre and the Mitchell Community Centre Board regarding the 1999 unsigned agreement (By-Law #1997) for the lease of land owned by the municipality and explore opportunities for selected use of the senior centre building for expanded public recreation activities when not in use by the senior centre.

### *Recommendation 6. Open Space Classification System*

That the open space classification system described herein be adopted as a guideline for the future acquisition and development of public reserve, open space, parks, sports fields, paths and trails in the RM of Hanover.

### *Recommendation 7. Administrative Organizational Structure*

That the organizational structure of the RM of Hanover be amended to have the Manager of Recreation Services report directly to the Chief Administrative Officer of the municipality thereby improving the communication across the organization.

*Recommendation 8. Recreation Advisory Sub Committee*

That the RM of Hanover formalize the appointment of a Recreation Advisory Sub-Committee reporting to the Recreation, Heritage and Works and Operation Committee of Council to be made up of the presidents of each of the five community centre boards, a representative of Ward 4, one member of Council, a representative of Ward 4, and two citizen members to advise on all policy matters related to recreation in the municipality.

*Recommendation 9. Community Centre By-Law*

That By-Law 2250 be revised in consultation with the newly appointed Recreation Advisory Sub-Committee, (as outlined in the Implementation section below) as a means to better define the role and authority of community centres, improve communication, provide equitable resource support and facilitate consistent governance practices across the municipality.

*Recommendation 10. Funding Recreation Operations*

That RM set aside 1 mill annually in its operating budget to fund internal recreation administration requirements and external community centre operations as a means to provide a consistent level of support that is responsive to the increased need for services as the population grows.

*Recommendation 11. Capital Reserve Fund*

That an annual contribution of .25 mills (\$125,000) be made to the general recreation capital reserve fund, in addition to other ongoing sources of reserve funding, in order to meet the growing demand for upgrading, repairs and replacement of aging recreation infrastructure in the RM.

*Recommendation 12. Base Grants to Community Centres*

That the formula for the distribution of annual base grants to community centres be amended to more equitably reflect their needs and responsibilities and that a pool of \$200,000 be distributed amongst community centres on the basis of a per capita amount and/ or a calculation of assets under management to be determined in consultation with the Recreation Advisory Sub-Committee.

*Recommendation 13. Current Capital Grants to Community Centres*

That \$100,000 from the approximate \$300,000 funding pool for community centres be set aside to create a new category of community centre funding. This funding would be directed toward second line capital maintenance, repair and upgrades to community centre facilities on an as required basis.

*Recommendation 14. Arena Operation and Funding*

Should the formula for community centre grants include an allowance for indoor facilities, that indoor arenas be withdrawn from the operating grant formula with the objective of managing these facilities on a full cost recovery basis.

*Recommendation 15. Financial Management and Accounting*

That the RM take responsibility for all bookkeeping functions and annual audits on behalf of the community centres and that this function be coordinated by the Manager of Finance on behalf of the municipality.

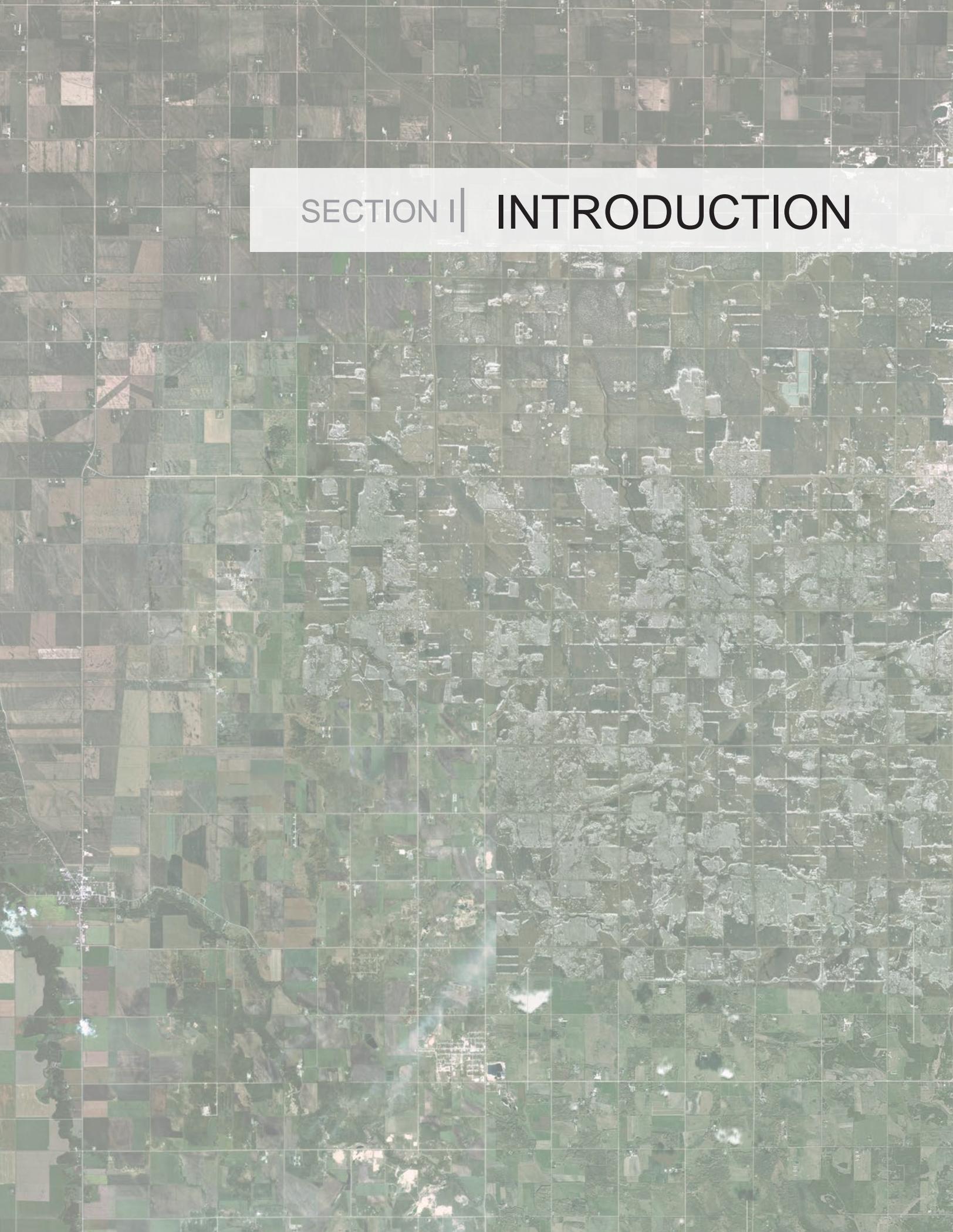
**Implementation**

The recommendations in this report suggest a major shift in public policy related to the delivery of recreation services rather than a physical plan that deals primarily with recreation facilities and programs. If the proposed policies are approved, they in turn will result in a planned process to proactively deal with the long-term facility and program requirements in the community as well as the strategies needed to sustain these services.

Many of the recommendations relate directly to and have an impact on the governance, mandate and financing of community centres. The process of implementation therefore, should involve community centre leaders in the implementation process. To ensure that all stakeholders are actively engaged in moving the plan forward, the following steps are recommended:

1. Present the final Recreation Master Plan report to the Recreation, Heritage and Works and Operation Committee for review and referral to Council.
2. Council receives the final report for information and forwards it to the Administration of the RM for implementation. Recommendations requiring Council authority will be brought to Council by the Recreation, Heritage and Works and Operation Committee for approval as required.
3. The administration of the RM drafts terms of reference outlining the mandate and formalizing the appointment of a Recreation Advisory Committee as outlined in the plan.
4. Engage the Recreation Advisory Committee in the implementation of the Master Plan and present recommendations as they are required to council for approval.
5. Conduct an annual review of the Recreation Master Plan with all stakeholders to update and modify recommendations as changing conditions and circumstances in the community require.



An aerial photograph of a rural landscape, likely a farm or agricultural area, showing a grid of fields and roads. The image is overlaid with a semi-transparent white banner at the top. The text "SECTION I | INTRODUCTION" is centered within the banner. The background image shows a mix of green, brown, and grey tones, indicating different types of land use and vegetation. A winding road or path is visible on the left side, and there are some buildings or structures scattered throughout the landscape.

SECTION I | INTRODUCTION



# I INTRODUCTION

## 1.1 BACKGROUND

The Rural Municipality of Hanover is located in Southwestern Manitoba adjacent to the City of Steinbach and approximately thirty minutes from the city of Winnipeg. It is the second largest rural municipality in Manitoba with a diverse population of 14,026 residents spread across 740 square kilometers with a concentration of population in five urban centres. The RM of Hanover is the third fastest growing rural municipality in Manitoba with an 18% increase in population since 2006. Much of the population growth has resulted from residents of major urban centres seeking a rural lifestyle and from inward migration of a large number of new Canadians who have emigrated from approximately forty-two countries.

Proximity to major urban centres, population growth and distribution, and increased diversity of residents each present unique challenges for the RM of Hanover. As the community has grown, recreation services and quality of life issues have increased in importance. The RM Council recognizes that recreation and parks play an important role in individual growth and community development and can be an important vehicle to facilitate communication, reduce alienation, foster healthy living, improve livability and strengthen communities.

In recent years, the RM has taken steps to improve services to residents. It appointed its first recreation manager in 2009 and has annually increased its investment in recreation through community centre funding support and facility improvement initiatives. In the fall of 2012, recreation development was the key issue and highest priority of the RM of Hanover’s strategic planning session. At that time, council committed to developing a long-range master plan for recreation services during the coming year.

Early in 2013, a consultant was appointed to develop a master plan that would review the current status of recreation services and identify strategies to improve the efficiency and effectiveness of facilities, programs and services to better serve the residents of the RM of Hanover now and in the long-term future.

Following is a detailed report of the findings of the study with recommended service improvements to be implemented over the next five years and beyond.



## 1.2 OBJECTIVES OF THE RECREATION MASTER PLAN

The purposes of the recreation master plan were to: provide the RM of Hanover with a guide to planned change that would strengthen recreation services in the community; propose future facility development priorities; design an effective governance and management structure to deliver services and allocate public resources for recreation in a cost effective manner.

The specific objectives of the master plan were developed in response to the terms of reference for the study and in consultation with the Recreation, Heritage, Works and Operations committee of the RM Council.

1. Develop, in consultation with the community, the vision, principles, goals and strategies to guide the development of recreation services now and in the long-term future.
2. Design and implement a public consultation strategy to meaningfully involve all community stakeholders in the planning process so the public feels ownership for the results and is committed to implementing the plan.
3. Identify all of the issues and factors likely to affect the development of recreation services in the RM of Hanover, and recommend strategies to deal appropriately with these issues.
4. Review the governance, management structure, policies, practices and resource allocation related to the delivery of recreation services.
5. Assemble a comprehensive inventory of existing indoor and outdoor recreation facilities, recreation programs and support services available in the RM in order to assess the current status of recreation development; identify where service gaps exist; and recommend appropriate measures to deal with these service gaps.
6. Facilitate the development of a comprehensive (wish) list of facility requirements and in consultation with the steering committee, design an objective mechanism to establish the priorities for implementation on a cost benefit basis.
7. Recommend creative and unique partnerships and strategic alliances that involve the public, private and voluntary sectors in the implementation of the plan.
8. Produce a long-range recreation master plan designed to meet the needs of residents of the RM of Hanover now and in the long-term future (2033) that reflects sound planning, objective analysis, good judgment and realistic recommendations.

# 1.3 PLANNING PROCESS

## Introduction

The methodology for collecting and analyzing data is critical to the quality of the results achieved. The planning activities included in the methodology that follows are based on the principles that a plan should be comprehensive, inclusive, visionary, and realistic and should ensure maximum opportunities for public participation. The consultant facilitated the process working with the Recreation, Heritage, Works and Operations Committee of Council. This group served as the steering committee and provided guidance and input into the process throughout the development of the plan.

## Project Start Up and Orientation

The process began with an orientation workshop facilitated by the consultant with all members of the project steering committee present. This meeting provided an informal opportunity to familiarize all the participants with the process, confirm data collection requirements, identify key stakeholders to be involved in the process and finalize time lines and deliverables. The workshop also involved a facilitated issues identification session in which current problems and challenges were identified and potential solutions discussed.

## Public Consultation

A key component of the planning process was a comprehensive public engagement strategy to ensure the master plan report reflected community needs and input. Stakeholders in the process included the general public, special interest groups and voluntary community organizations, business and corporate leaders, allied social service organizations (government/non-government), and elected and appointed civic officials. Different strategies were used to involve each of the stakeholders.

A survey was distributed to randomly selected households in the community to determine attitudes, interests and expectations regarding recreation services amongst the general public. The project steering committee, comprised of elected officials and senior administrators of the RM, represented the communities interests and guided the process throughout. Community groups and organizations were engaged in focus groups and interviews (Appendix B) to collect information about their services and identify issues and concerns related to their areas of responsibility. In addition, a general public meeting was held in the fall of 2013 to present the findings of the study and generate feedback on alternative solutions and strategies prior to the final draft being completed. Finally, the report was presented to council for its information and consideration.

## Community Planning Data

Historical information is essential in charting the development of community services over time and provides valuable insight into the delivery of these services. The data for this study included:

- Census and demographic projections for the RM
- Community profile and historical data
- Five-year recreation and parks operating budgets
- RM of Hanover Strategic Plan and Development Plan
- School division data
- Previous recreation surveys and reports
- Community center programs, facility reports, annual plans and financial data
- Local tax/mill rate information

## Resource Inventory and Trends Analysis

### *i. Recreation Facilities and Programs*

An inventory of recreation facilities, parks and public reserve available to RM residents was developed. This inventory identified both quantitative and qualitative factors such as age of the facility, capacity, purpose, size, condition and potential for expansion.

### *ii. Trends Analysis: Demographic, Social and Recreation Activity Trends*

Factors such as age, gender, income, family status, ethnicity and employment patterns are important predictors of recreation consumption and behaviour. For example, the number of senior citizens relative to the number of youth could indicate where the emphasis for facility development should be placed in the future.

Census data available from Statistics Canada, RM studies and reports, interviews with service providers and the community survey provided valuable community profile information and trends. In addition, an overview of national trends in recreation participation was included to provide a context for recreation issues in the RM of Hanover.

## 1.4 DATA ANALYSIS, INTERPRETATION AND REPORTING

The needs and preference data collected in this study included facility use and program participation, community survey results, interest group interviews and feedback from public meetings and consultation. This data was analyzed using a variety of research methodologies to determine the significance and impact on the development of recreation services in Hanover.

The purpose of the analysis was to identify issues, service gaps and deficiencies and then identify appropriate strategies to improve service provision. The report that follows is in essence, a problem solving document that identifies the policies, strategies and resources necessary to continue to provide high quality recreation services for the use, enjoyment and benefit of all RM residents.





SECTION II | **FRAMEWORK  
FOR PUBLIC  
RECREATION &  
PARKS**



## II FRAMEWORK FOR PUBLIC RECREATION & PARKS

### 2.1 INTRODUCTION

Historically, local governments have recognized the value of recreation and parks services and the social, economic and environmental benefits they provide. The following section explains why local governments are involved in the provision of recreation and parks services and considers them to be an essential core services. A summary of evidence of the value and benefits of recreation and parks services related to individual growth and community development is presented. This evidence confirms the extent to which recreation and parks services achieve “**public good**” by contributing to the long-term sustainability of communities. The section also outlines the conceptual, legal and jurisdictional foundations on which local government recreation and parks services are based and provides a framework and justification for the allocation of public resources that support recreation and parks.



### 2.2 BENEFITS OF LOCAL GOVERNMENT RECREATION AND PARKS

Over the past two decades a great deal of research has focused on the benefits of recreation and parks for participants and communities. The “benefits movement” as it has been described, was largely driven by a need to reposition local government parks and recreation service delivery systems to articulate the personal, social, economic, environmental benefits and outcomes associated with recreation participation and use of parks.

Recent studies in Ontario (2008) and Alberta (2007) on “The Use and Benefits of Local Government Recreation and Parks Services” have concluded that:

- Leisure (55%) is significantly more important to people than work (31%), representing a dramatic shift in attitudes over the past decade.
- 82% of respondents used local government recreation and parks services over the past twelve months.
- 97% of respondents reported they received benefits from local parks and recreation, including those who reported they don’t directly use the services.
- Next to family and friends, the public relies most on local governments for recreation services.
- Recreation and park use is spread equally across all gender and age groups.

These studies also confirmed that the public believes recreation is an essential service that contributes to public good. Its findings demonstrate that recreation and parks services:

- Improve social cohesion and improve quality of life 89%
- Contribute to health and well-being 93%
- Ensure children and youth live healthy lifestyles 96%
- Foster childhood development 94%
- Serve as an antidote to crime 77%
- Contribute to the quality of the environment 93%

This evidence supports the premise that parks provide many values for users and non-users alike. **Parks** provide a sense of place in the community, allowing for escape, contemplation, discovery, access to nature, interpretive education and recreation. They also function as areas for water retention, wildlife habitat, shelterbelts, respite from the heat and provide relief from urban form by serving as buffers between residential and industrial areas. Parks enhance community aesthetics, increase property values and improve the image and livability of communities.

**Recreation** through physical activity, social engagement and artistic expression provides opportunities for people to improve their health and wellness, socialize and interact with others, learn new skills, have fun and find balance in their lives. Research has shown that regular physical activity results in improved physical and mental health, reduces health care costs, provides positive lifestyle choices for youth at risk, contributes to independent living among older adults and develops improved self-image. Sport and recreation events, festivals and visual and performing arts exhibits and performances provide opportunities for self-expression and social interaction, create a sense of community and are a source of civic pride.

The World Leisure Organization in describing the role of leisure in our lives states that:

*“Leisure plays an essential role in community development: it affects the quality of life and the well-being of individuals, contributes to the development of social ties and social capital, and represents a place for expression and engagement in democratic life (2009).”*

In recent years, there has been an emphasis on **integrated community sustainability planning**. The acknowledged pillars of sustainability include environmental, economic, social and cultural dimensions and each represents important considerations in holistic integrated community sustainability planning. Recreation, parks, culture, heritage and tourism are viewed as essential components that contribute directly or indirectly to each of the dimensions of community sustainability.

## 2.3 RATIONALE FOR LOCAL GOVERNMENT RECREATION AND PARKS SERVICES

Due to the important benefits described above, local governments seek to ensure that recreation and parks services are accessible so that all residents have an opportunity to share equally in their benefits. While the authority and powers of local governments are outlined in Provincial legislation, each local government functions as an autonomous organization in interpreting how best to carry out its mandate for recreation and parks services. There are various service delivery models and the model chosen in each community reflects the characteristics of the community, the goals it seeks to achieve and the resources available to deliver the service. The model employed by the RM of Hanover is described in a section to follow.



In 1948, a United Nations Declaration recognized access to leisure activities as a fundamental human right and stressed the responsibility of governments at all levels to develop the principles and policies necessary to protect these rights.

Following is a description of the role played by each level of government in the Canadian system and the legal and jurisdictional framework for services in the RM of Hanover.

### Role of the Federal Government

At a 1977 conference of federal and provincial ministers responsible for recreation, the Minister of State for Fitness and Amateur Sport stated, ***“I do indeed recognize the primacy of the provinces in the field of recreation,”*** and mandated that a national framework for recreation be developed.

The Minister’s mandate resulted in the development of a “National Recreation Statement” adopted by the Interprovincial Sport and Recreation Council in 1987. This framework document defines recreation, describes the role of all stakeholders in the delivery of recreation services and outlines strategies for inter-governmental cooperation.

## Defining Recreation

The Federal and Provincial Governments defined recreation (1987) as,

***“all those things that a person or group chooses to do in order to make their leisure time more interesting, more enjoyable and more personally satisfying.”***

The framework document also stressed that recreation was a fundamental human need and recognized it as a social service in the same way that health and education are considered social services and that recreation’s purpose should be:

- to assist individual and community development;
- to improve quality of life;
- to enhance social functioning.

The Federal Government declared in 1987 that recreation was the constitutional responsibility of the provinces but recognized that this did not mean exclusivity. It recognized that the cooperation of other jurisdictions and support of many private, community and voluntary agencies would be required. They also acknowledged that local governments were closest to and best positioned to respond directly to the needs of stakeholders and citizens.

## Role of the Provincial Government

Provincial governments subsequently passed enabling legislation mandating local governments to create recreation boards and commissions and levy local taxes for the purpose of providing recreation programs, parks and facilities as well as supporting community organizations to carry out the goals for recreation and parks services.

In Manitoba, there is a variety of provincial legislation that deals with the provision of recreation, parks, cultural and heritage. The Fitness and Amateur Sport Act (1988) deals with fitness and physical activity and the Municipal Act M225 (section 232-1) spells out general powers and jurisdiction where the municipal council may pass by-laws related to the health and well-being of people as well as the use of parks and recreation centres. In addition, the planning act establishes regulations regarding the designation, use and disposition of public reserve land. It “restricts the use of public reserve to public parks, public recreation areas, natural areas, planted buffer strips and public works”. While the act allows for the sale of public reserve or acceptance of cash-in-lieu of dedicated park reserve, the proceeds of such sale may only be used for public parks or other recreational purposes.

The Province of Manitoba has also developed a **Recreation Opportunities Policy (ROP)** that identifies its mandate with respect to the “health and well-being for individuals and social and economic health for communities.” This document articulates four basic principles that guide the actions of Recreation and Regional Services: Department of Children and Youth Opportunities in its relationship with local governments, community organizations and citizens of the province. One of the four principles relates to developing the role of local governments and recognizes that “recreation opportunities available to communities can best be enhanced by developing local governments’ ability to respond to specific interests and needs.”



### **Role of Local Governments**

In the National Recreation Statement (1987), local governments were identified as the lead agency with primary responsibility for ensuring the direct delivery of recreation services. Local governments were described as best positioned to “**ensure the availability of the broadest range of recreation opportunities for every individual and group consistent with available community resources.**” Services in general, were described to include participation in crafts, performing arts, sports, outdoor recreation and access to museums, parks, seniors’ activity centres and heritage resources.

Provincial enabling legislation provides the authority and framework for local government recreation and parks service delivery in Manitoba. It also recognizes that each municipality is unique with different issues, challenges, assets and resources.

Local governments strive to develop programs and services that ensure all residents have access to, and share equally in, the benefits associated with recreation participation. Increasingly, recreation is viewed as an **essential** local government service. The costs associated with delivering recreation services are viewed as an investment in social, cultural, environmental and economic development of the community and its citizens.

Local governments do not operate in a vacuum. Local governments develop strategic partnerships with community and regional organizations to mobilize and strengthen our communities through effective use of resources.

## 2.4 THE ROLE OF THE RM OF HANOVER IN RECREATION AND PARKS

The mandate and role of the RM of Hanover with respect to recreation and parks services is authorized in the Development Plan By Law 2170 (September 9, 2009). This document identifies the general roles and responsibilities of the RM in the designation of public reserve and outlines land use guidelines for recreation and parks services. Specifically, the RM of Hanover has by-law 2250 (8/12/10) respecting the maintenance and regulation of community centre in the five urban communities within the RM.

The RM of Hanover Strategic Plan (10/27/12) articulates a vision that singles out recreation as an important component of high quality municipal services and defines a mission that emphasizes quality of life issues for community residents.

### **Mission**

*“The purpose of the Rural Municipality of Hanover is to provide leadership and services that will enhance our citizen’s quality of life.”*

### **Vision**

*We will ensure the provision of quality municipal services and programs based on the identified needs of a growing population including recreation and economic development.*

The strategic plan identifies ten key result areas of concentration and two these refer to recreation development and the upgrading of recreation facilities. The most significant expression of support for recreation is that the number one priority for the RM of Hanover their strategic plan is the development of a Recreation and Parks Master Plan in the coming year.

## **Values and Guiding Principles Related to Recreation and Parks**

In carrying out its responsibilities related to recreation and parks services, the RM of Hanover acknowledges that the following values and principles reflect the notion of “public good” and are fundamental to the public service delivery system. These values serve to guide the actions of the RM of Hanover in the allocation of public resources for recreation services. Specific criteria for capital fundraising priorities are outlined later on in this report.

### **1. Recreation as a Right**

The RM of Hanover recognizes that access to recreation opportunities is a right of all residents and essential to individual growth and the development of sustainable communities.

### **2. Basic Inclusive Recreation Services**

Recreation and parks services should accommodate the broadest range of basic recreation needs of all residents regardless of age, gender, ethnicity or ability.

### **3. Accessibility and Affordability**

Public recreation facilities and programs should be both accessible and affordable. Facilities should be barrier free in design, strategically located to serve the public and operated in an efficient and effective manner with user rates and fees structured to ensure that everyone can participate.

### **4. Strategic Alliances and Partnerships**

In an effort to maximize available resources and minimize duplication, the RM will explore appropriate partnerships with the private and non-profit sectors in the planning, management and development of recreation facilities and programs.

### **5. Complementary vs. Competitive Services**

The primary focus for public recreation facility and program development is to complement rather than compete with private and voluntary non-profit recreation service providers.

### **6. Civic Engagement and Consultation**

To ensure that services are responsive to community needs, the RM of Hanover is committed to engaging community organizations and citizens in the planning of future recreation and parks services.

### **7. Priorities and Public Support**

Priority for the allocation of public resources by the RM of Hanover will be based on the extent to which new programs and facilities contribute to “public good.”

### **8. Efficiency and Effectiveness**

The RM will ensure that before new facility development is contemplated, existing facilities of a similar nature are used to their capacity. Preference will be given to flexible facilities that accommodate changing leisure needs over time and integrated (multi-use) facility development to realize economies of scale.

### **9. Sustainability**

In the development of new facilities, the RM will strive for sustainability and encourage efficient design to capitalize on low maintenance requirements and employ life-cycle maintenance management systems to extend the life expectancy of the facility.

### **10. Viability**

The development of new and/or improved facilities should take into account trends in leisure participation and demographic make-up of the community as well as the operating cost implications of facilities to ensure the long-term feasibility, viability and sustainability of such developments.

The RM is not directly responsible to achieve all of the public expectations and service objectives for recreation in the community but it does provide leadership and facilitate provision of these services. The RM may however, provide services directly where no other agency is able or willing to provide the service and the need is great. In this regard, the RM of Hanover achieves its objective both directly and indirectly through cooperative agreements with other public; private and non-profit service delivery organizations.

The RM has appointed the Recreation, Heritage and Works and Operation Committee of council to provide oversight for recreation development and has recently structured a committee of community centre presidents in an effort to better coordinate recreation services across the RM. In addition, each of the five urban centres in the RM have a community centre board or lead recreation association that has been created by by-law with responsible for recreation facility management and program services in their geographical area. The community centre boards have a relationship with local minor sport organizations, senior and youth organizations, social and cultural organization and faith based recreation providers. In addition, there are a number of affiliated organizations such as the Ag Society and private interests that contribute to recreation in the community and the RM is in the process of negotiating a universal joint use agreement with the Hanover School Division that will improve access to all community recreation facilities.

The recreation and parks master plan that follows provides an assessment of the current status of the recreation service delivery system in the RM and outlines specific goals, policies and strategies to ensure an efficient and effective delivery system within the resources of the RM of Hanover.

A group of people in winter gear are walking through a maze of snow walls. The walls are made of packed snow and form a complex path. The people are wearing various winter jackets, hats, and gloves. One person in the foreground is wearing a blue and green plaid jacket and a black hat with a white pom-pom. Another person is wearing a black jacket and a black hat with 'PENGU' written on it. The scene is set in a snowy, outdoor environment with a clear sky.

SECTION III | **CONTEXT FOR  
PLANNING**



# III CONTEXT FOR PLANNING

## 3.1 INTRODUCTION

This section provides an overview of the planning factors that affect the development of recreation and parks services, and details of current community conditions and issues that provide a context for future recreation planning and decision-making. Information related to the vision for recreation, the perceived value of recreation in the community, recreation trends and participation patterns, current facility condition assessment, profile and make-up of the community and its cultural, social and economic conditions serves to inform the recommendations for service improvements presented in the section that follows.

### **Planning Factors and Considerations**

The preparation of a long-range comprehensive recreation and parks master plan involves an examination of multiple factors, issues and considerations. In the context of this plan, data and information was assembled related to the following factors:

- Vision and goals for recreation and parks services
- The current quality and supply of recreation programs and facilities and the capacity of these services to meet the needs of the community
- Current demand for and use of recreation and parks facilities and programs
- Demographic and social variables that impact recreation participation
- Trends and probable futures related to recreation and leisure participation
- Community needs and preferences regarding recreation and parks services
- Comparative standards for facility development and service provision

## 3.2 VISION, MISSION AND GOALS FOR RECREATION DEVELOPMENT IN HANOVER

The rationale for local government support for recreation and the role played by the three levels of government (National Recreation Statement, 1987) were presented in section II of this report. While there is a specific role outlined for municipal recreation service providers the way this role is implemented in municipalities throughout the province varies greatly based on local community circumstances, demand, priorities and resources.

The community vision and mission statement typically provide direction and focus for municipal services and reflect the community values, aspirations and expectations. The RM of Hanover is committed to ensuring improved quality of life and access to quality recreation opportunities and has articulated this commitment within its value statement and mission.

### **Vision for the RM of Hanover**

One of the components of the RM's vision statement refers specifically to recreation and a commitment to quality services:

“We will ensure the provision of quality municipal services and programs based on the identified needs of a growing population including recreation and economic development.” (Source: Hanover Strategic Plan, 2012)

### **Mission of the RM of Hanover**

“The purpose of the Rural Municipality of Hanover is to provide leadership and services that will enhance our citizen's quality of life.”

The mission and goals for recreation services reflect the quality of life values contained in the RM statements and incorporate information gained in the issues workshop, interviews and focus groups and survey input. There are four key areas of local government involvement in recreation that are articulated in the goals that follow. Specifically, these areas include: recreation program services, indoor and outdoor facility provision, strategies to cooperated with other stakeholders in service provision and ensuring equitable, effective and efficient service provision and they form the basis of the recreation service objectives to follow.

### **Values of the RM of Hanover**

The values and principles that guide the direction of recreation services in the RM of Hanover are outlined in Section II of this report and reflect the definition of core services and the achievement of public goal. They also provide a framework for the mission and goals of the RM of Hanover Recreation Department outlined below.

## Mission of Recreation Department

The mission of the RM of Hanover is to ensure that all residents have access to and share equally in the benefits of park use and recreation participation that contributes to improved health, sustainable communities and enhanced quality of life.

## Goals

- 1. Facilities:** To ensure that all residents have access to a variety of well designed, operated and maintained indoor and outdoor facilities that provide opportunities for safe, affordable and enjoyable recreation opportunities and experiences.
- 2. Program:** To work with community centre/associations and other community recreation service providers to ensure that a variety of formal and informal physical, social, cultural and educational programs are available that meet the needs and expectations of community residents.
- 3. Service Quality:** To plan, manage and facilitate the delivery of all recreation services in the RM of Hanover to ensure equity and access for all residents, plus quality, efficiency and effectiveness of services.
- 4. Service Delivery:** To develop the policies, programs, leadership, partnerships and resources necessary to meet the recreation and parks needs of the community and ensure the orderly delivery of services in an efficient and effective manner.

### 3.3 RM OF HANOVER PROFILE

The RM of Hanover is located southeast of the City of Winnipeg. Although the City of Steinbach is situated in the northeastern part of the municipality, the City is self-governing and is not technically part of the rural municipality. The RM covers 740 square kilometers and has a population density of 18.9 persons per square kilometer. The average population density for Manitoba is 2.2 persons per square kilometer.

In the RM, there are five urban centres with a concentration of population, including Blumenort, Grunthal, Kleefeld and New Bothwell. The municipality is accessible by PTH #12 on the east, PTH #59 on the west, and PTH #52 on the north, as well as several Provincial Roads. Nine rural municipalities or urban districts border the RM: RM of Tache and RM of Ste. Anne to the north, RM of Stuartburn to the south, Steinbach and the RM of La Broquerie to the east, and the RMs of Ritchot and De Salaberry and the Town of Niverville to the west.

The land comprising the RM of Hanover is roughly the area that was set aside as a Mennonite reserve in 1873, taking part of the lands signed over as reserves for the Anishinabe, Ojibway speaking people in the area in 1871. At that time, Mennonite settlers were brought to the area by a man named Hespeler, for whom the municipality was originally named. The area was established as a municipality in 1881 during a provincial-wide reorganization of land. This reorganization separated the east reserve into two municipalities, Hespeler in the north and Hanover in the south. The two municipalities were merged in 1890, under the name Hanover.

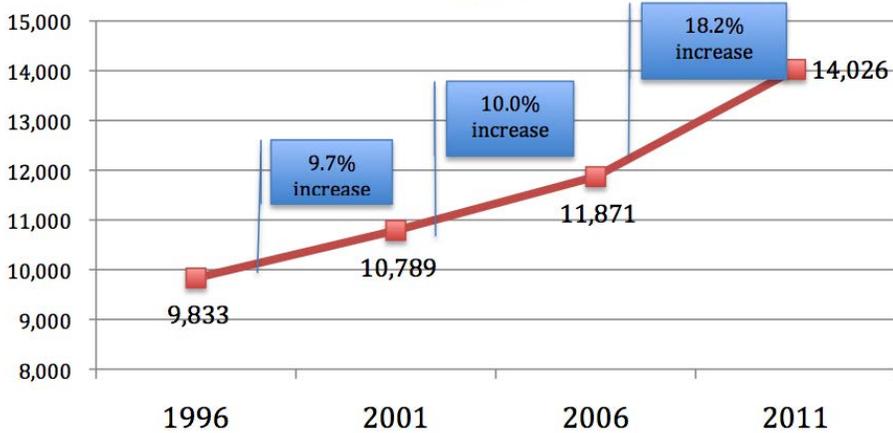
#### **Population Distribution**

The RM of Hanover has become the second largest rural municipality in Manitoba. According to Statistics Canada (2011), its population was 14,026 in 2011, which represents an 18.2% increase from 2006. The average growth nationwide was 5.9% during that period. To compare this population growth to neighbouring census districts, the change in population among the nine districts that border the RM of Hanover ranged from a decrease of 5.8% in the RM of Stuartburn, to an increase of 43.7% in Niverville between 2006 and 2011. Six of the nine neighbouring districts experienced a population change lower than that of the RM of Hanover, while three of the districts, Niverville, Steinbach and La Broquerie, experienced a greater population growth.

Although the population of the RM of Hanover has been growing steadily, the fastest population growth has occurred in the past five years.

Figure 3.1

### Population of RM of Hanover, 1996 to 2011



The growth in population has occurred in every age category, though the rate has been faster in some categories than others, particularly the 15-19 year age group and the middle- and older-adult age groups.

Table 3.1 Population, RM of Hanover 2006 to 2011, by Age Group

Age Group	2006	2011	% Change since 2006
0-4	1060	1295	22.2%
5-14	2695	3005	11.5%
15-19	1075	1480	37.7%
20-24	760	905	19.1%
25-34	1505	1690	12.3%
35-44	1750	1835	4.9%
45-54	1385	1760	27.1%
55-64	865	1060	22.5%
65-74	470	605	28.7%
75-84	225	270	20.0%
85+	85	105	23.5%

In 2011, the RM of Hanover had 4033 private dwellings, of which 3950 were occupied (2.1% vacancy rate). Among the main communities in the RM, the vacancy rate ranges from 0.5% in Kleefeld to 3.2% in Gruthnal.

**Table 3.2 Population by Urban Centre**

Urban Centre	Population	# Dwellings	Vacancy rate
Blumenort	1404	421	2.8%
Mitchell	1656	512	1.0%
Grunthal	1640	538	3.2%
Kleefeld	701	191	0.5%
New Bothwell	638	200	1.0%

The residential population in the RM of Hanover, according to the 2011 census, was almost equally divided between male (50.8%) and female (49.2%) residents. The population is very young relative to the rest of the province and country, with a median age of 27.0 years, compared with median ages of 38.4 years in Manitoba and 40.6 years in Canada. The trend has been for the population to become slightly more youthful over the past decade; the median age according to the 2001 Census was 27.8 years, and in 2006 it was 27.4 years. Even though the RM has seen a 26.1% increase in its senior population since 2006, the percentage of the population that is 65 years of age or older, at 7.1%, is still about one-half that of the national percentage of 14.8%.

Over two-thirds (68.4%) of the population over the age of 15 years in the RM of Hanover was married, with most of these legally married (65.1%) and only a small proportion (3.3%) common-law.

In comparison, 57.2% of the adult population in Manitoba is married, and 57.7% of the Canadian adult population is married. As a result of the high marriage rate in the RM of Hanover, the CBC dubbed the RM “Marriage Capital of Canada” in a documentary *Thoroughly Modern Marriage*, which aired in January 2011.

Along with this high marriage rate, the proportion of couple-families containing children also exceeded the provincial and national averages. Over one-half of the couple-family households in the RM of Hanover (52.4%) contained children aged 24 and under living at home, compared to 26.8% of households in Manitoba and 26.5% of households in Canada. There were, however, fewer lone-parent households in the RM of Hanover (4.9%) than there were in Manitoba (10.4%) or Canada (10.3%).

The relative youth of the population translates into the need for educational services. There are seven schools situated within the boundaries of the RM, though schools in neighbouring areas (such as Steinbach) may service a segment of the population, particularly in senior years.

The enrolment at the schools in Blumenort, New Bothwell and Kleefeld has remained quite stable over the past decade despite the increase in population of the RM as a whole. Grunthal and Mitchell area schools, however, have grown in enrolment substantially since 2001, prompting the construction of a new school in Mitchell to create separate elementary and middle-years schools serving almost 700 students.

**Table 3.3 School Population, RM of Hanover**

School	Urban Centre	Grades	2012	2011	2010	2006	2001
Blumenort School	Blumenort	K-9	400	425	430	413	412
Bothwell School	New Bothwell	K-9	169	188	180	195	172
Green Valley School	Grunthal	5-12	573	580	556	517	462
South Oaks Elementary	Grunthal	K-4	324	312	319	397	261
Mitchell Elementary	Mitchell	K-4	355	328	322	309	520
Mitchell Middle	Mitchell	5-9	339	340	341	322	
Kleefeld School	Kleefeld	K-9	390	397	408	447	423

Much of the growth in population in the RM of Hanover and surrounding areas has been due to immigration. In 2011, one in five residents (20.6%) was foreign born, and two-thirds of these had immigrated within the past 10 years. The RM of Hanover has welcomed people from 40 different countries, ranging from Germany and the USA to Kazakhstan, Belize and the Congo. Although expected to remain a significant factor in population growth, the rate of immigration has seen a decrease over the past five years due to changes in immigration policies and legislation.

Agriculture is the primary industry in the area, particularly livestock operations, with many residents employed in agriculture operations, businesses or support services. There is a great deal of diversification within the agriculture industry, ranging from dairy, hogs and poultry to honey and sugar beets.

In the past two decades, in particular, the hog industry has become a dominant component. In the five years between 1996 and 2001, the hog population doubled from 3.2 million to 6.4 million, and the hog population has grown steadily since then.

Other major industries in the RM of Hanover include manufacturing, construction and retail. The area is well-linked by Canadian Pacific Railway to Winnipeg and the USA to support the manufacturing and construction industries.

**Implications for Recreation Services**

The geographic location, proximity to large urban centres and profile of the residents of the RM of Hanover has implications for recreation service provision. Attitudes toward leisure time and recreation participation are greatly influenced by age, gender, income, education, marital status, family size and ethnicity. The community survey conducted for the recreation master plan illustrated a representative picture of the opinions, attitudes and recreation participation patterns of the residents and assisted in shaping the future development of recreation services in the RM.

## 3.4 URBAN CENTRE PROFILES



Welcome sign

### Town of Blumenort

#### Community Profile

Blumenort is located at the junction of Highway 12 and Highway 311 in the north-east corner of the RM of Hanover. According to Statistics Canada (2011), the community has 421 residential households with a population of 1404, representing approximately 23% of the overall urban population of the RM of Hanover. The community has experienced significant growth over the past five years with Statistics Canada (2011) reporting an increase of approximately 35% since 2006. All indications suggest that growth will continue. Blumenort is located within close proximity to several other urban centres including the Town of Ste. Anne (9 kilometers) and Steinbach (8 kilometers). Both population growth and proximity to nearby urban centres will have an effect on the need for development of new or improved recreation facilities in the coming years.

The community is well supplied with recreation facilities that are primarily located at the AG Penner Park. There is one school in Blumenort accommodating approximately 440 students from kindergarten through grade nine. The community has a number of high profile businesses that provide a source of community support for recreation development and there are a number of faith based recreation programs and services as well.

#### Governance and Recreation Service Delivery

Recreation services are coordinated by a seven-person board of the Blumenort Recreation Association that manages on behalf of the RM of Hanover, the AG Penner Park, a twenty-one acre recreation site and related recreation programs and services. The board includes a representative of the LUD and the Ward 3 councillor. In addition to the Blumenort Recreation Association there is a community centre committee responsible for examining the development of a community centre /multi-plex for Blumenort as well as a trails and paths committee working to develop a comprehensive active transportation trail system within Blumenort.

#### Financial Status

The Blumenort Recreation Association operates on an annual operating budget of approximately \$55,000-\$65,000. In 2012, the Association received an RM operating grant of \$46,000 and a Ward 3 grant of approximately \$8,500 to assist with operating costs at AG Penner Park and related program services. It also receives funding support from the RM of Ste. Anne for non-resident use of its facilities and generates revenue from rentals and registrations that off-set operating costs.

## Facility and Inventory Analysis

The Blumenort Recreation Association has a good variety and supply of recreation facilities and services (see Table 3.4) to serve a population of 1,400 residents. It manages a modest community centre/change building, an outdoor rink, four ball diamonds, six mini and two full size soccer pitches, two tennis courts, two picnic shelters, two play structures as well as beach volleyball, portable skateboard area and a hard court basketball space. In addition to these facilities, there are also soccer pitches (2), a playground and a hard court basketball area available at the Blumenort School, and the beginnings of a community pathway system.



Mini Soccer and Picnic Pavilion



Ball diamond



Community centre



Outdoor rink



Playground structure



Blumenort Skate Park

**Table 3.4 Blumenort Community Assoc. Facility Inventory**

<b>Factors</b>				
Population (2011) Census	1404			
% of RM Urban Pop (6039)	23.2%			
<b>Financial Status</b>				
2012 Expenses	\$53,350			
2012 Revenue	\$8,400			
2012 Net Costs	\$44,950			
RM Grant	\$46,000			
% of RM Grant (\$292, 000)	15.6%			
Park/ Open Space Acreage	21.2 Acres			
Number of Sites	1			
% of Total RM Space (131.3 Acres)	16.9%			
<b>Indoor/ Outdoor Facilities</b>	<b>Number</b>	<b>Dimensions</b>	<b>Space</b>	<b>Features</b>
Indoor Arena			Lighted	Lights/ Concrete
Outdoor Rink	1			
Outdoor Skating Area				
Outdoor Pool				
Outdoor Splash Pad				
Community Centre/ Hall	1	30 x 92 ft	2,760 sq.ft.	
Canteen/ Concession				
Picnic Shelter	2			
Outbuildings (Other)				
Washroom (External)	1			
Outdoor Stage				
Playground Structure	2			
Skateboard Park / Area	1			
BMX Track				
Tennis Courts	1			
Walking Paths				
Ball Diamonds	4			
Soccer - Mini/ Mid	4			
Soccer - Full	2			
Beach Volleyball	1			
Hard Court (BB)	1			
Toboggan Slide				
Senior Centre				
Teen Centre				
<b>School Facilities</b>				
Play Structures	1			
Ball Diamonds				
Soccer - Mini				
Soccer - Full				
Soccer/ Football				
Hardcourt (Basketball)	1			

(\*Source: RM of Hanover)

# RM of HANOVER BLUMENORT

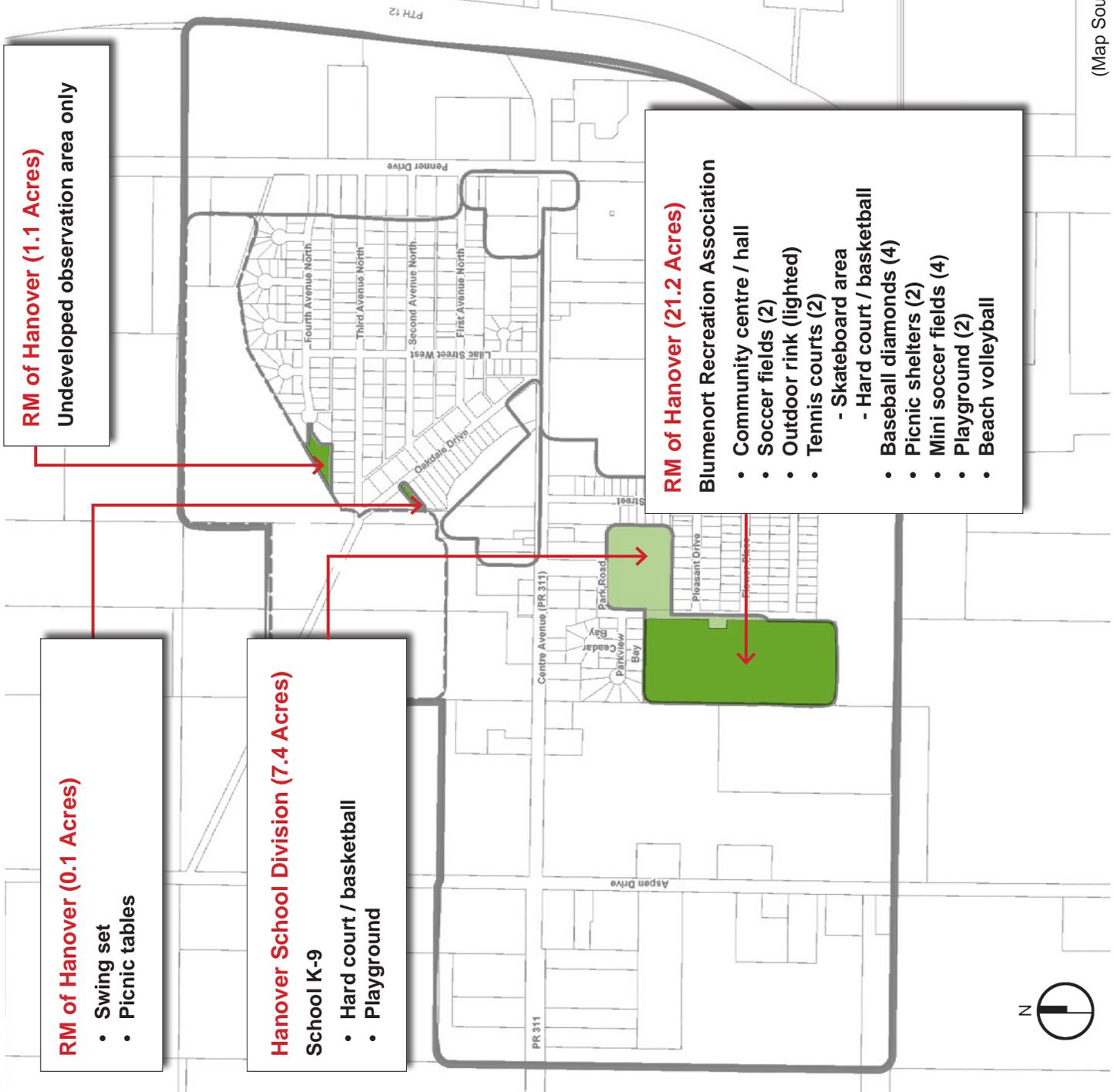


## Parks & Facility Inventory

*Harper & associates*

October, 2013

Map No: 3.1



**RM of Hanover (1.1 Acres)**  
Undeveloped observation area only

**RM of Hanover (0.1 Acres)**

- Swing set
- Picnic tables

**Hanover School Division (7.4 Acres)**  
School K-9

- Hard court / basketball
- Playground

**RM of Hanover (21.2 Acres)**  
Blumenort Recreation Association

- Community centre / hall
- Soccer fields (2)
- Outdoor rink (lighted)
- Tennis courts (2)
  - Skateboard area
  - Hard court / basketball
- Baseball diamonds (4)
- Picnic shelters (2)
- Mini soccer fields (4)
- Playground (2)
- Beach volleyball





Play structure

The quality and level of satisfaction with recreation facilities ranked reasonably high on the community survey. The Blumenort Recreation Association has an ongoing program of facility improvements designed to maintain existing facilities to ensure safety and a high quality recreation experience. A number of facility deficiencies were identified in a Community Places inspection report (September 21, 2012) and targeted for improvements. These facility deficiencies represent preventive maintenance and life cycle improvement costs that are part of the ongoing operation of indoor and outdoor facilities. Some of these deficiencies have been addressed through a \$54,000 capital improvement project partly funded from the 2012 Federal Government / Manitoba Infrastructure Improvement Fund (\$27,000) and Community Places grant program (\$8,100). Other improvements are planned (see list below in no particular priority) in the near future.

**Table 3.5 Proposed Facility Improvements - Blumenort**

<b>New Facility Development</b>	<b>Project</b>
1. Build New Community Centre	
2. Land Purchase	Purchase 20 acres at AG Penner Park to expand
3. Children's Spray Pad	New recreation component at AG Penner Park
4. Active Transportation Plan	Develop new pathways, trails and linkages
<b>Facility Upgrading Projects</b>	<b>Improvements</b> (Source: Community Places)
1. Outdoor Rink	Repair Rink protective wire- north end
2. Picnic Shelter #1	Lighting and fascia upgrade
3. Picnic Shelter #2	Major upgrade or adaptive reuse for storage
4. Tennis Court	Upgrade surface and stabilize posts
5. Bike Track	Wood Structure: Declared unsafe- to be removed
6. Ball Diamond #6	Improve drainage / move diamond from backstop
7. Ball Diamonds #4 / #5	Crown diamond / re-do benches and dugouts
8. Soccer Field	Re-crown field and improve surface
9. Recreation Centre / Shelter	Replace doors, flooring, urinals and sinks

The community has also identified a number of new facilities initiatives (Table 3.5) that are intended to improved the quality and variety of facilities as well as to accommodate growth anticipated in the community in the coming years. A more detailed description of the proposed new facility developments and additions are outlined in the issues, plans and strategies section that follows.

## Issues, Plans and Strategies

A Blumenort planning session (Path Process, 2012) facilitated by the Province and the Blumenort Recreation Department was organized to assist local community centres to develop proactive plans that respond to local issues and concerns. The workshop identified a number of key issues to be addressed in the coming years and new capital development requirements needed in the community. Several of the issues raised reflect ongoing initiatives being addressed by the Blumenort Recreation Association and other community groups. Other issues such as financial management and volunteer management affect all community centres in the RM equally but require a local strategy to ensure solutions reflect local needs and conditions.

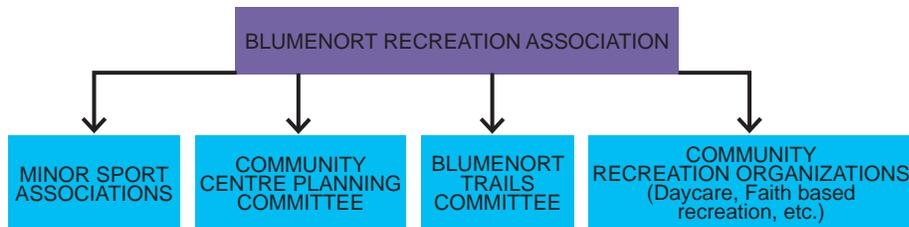


Ag Penner Park Entrance

### 1. Governance and Management

The goal of the RM is to move toward an integrated recreation management structure in each of the five urban centres that will coordinate planning and delivery of all recreation related services. This approach is to improve communication and avoid duplication of services and conflict with respect to the priorities for recreation development in each of the five urban centres.

Figure: 3.2 Blumenort Recreation Governance Model



A planning workshop (Path Process, 2012) conducted with representatives of Blumenort community recreation organizations identified the need to restructure the local governance model for community recreation by creating an umbrella organization that represents all recreation service providers. Organizations to be included are the Blumenort Recreation Association, the LUD, church and faith based recreation, Hanover School Division, minor sport associations, community centre planning committee and the trails and paths committee. The proposed structure for recreation service delivery in Blumenort is consistent with the move toward a coordinated system across the Municipality and would serve to improve communication, coordination, accountability and priority setting resulting in a more efficient and effective recreation service delivery.



Blumenort

## **2. Funding Model for Community Centres**

A key issue raised by the Blumenort Recreation Association was the process for RM financial support to community centres. This is not a problem unique to Blumenort and all of the urban centres are affected by the current funding formulae. The development of an RM recreation master plan currently underway is intended to address issues common to each of the urban centres and recommend a consistent and equitable way to deal with these issues.

## **3. Volunteer Management**

The availability and supply of volunteers was raised as one of the issues in Blumenort and echoed by other community centres in the RM. This is an issue that isn't isolated to the RM of Hanover as communities across the country are affected by a general decline of volunteers and are all seeking a solution to this problem. The recreation master plan will attempt to outline some strategies to mitigate the impact of a declining volunteer base across the RM.

## **4. New Facility Initiatives and Priorities**

In addition to the need for upgrades and repairs to existing facilities, Blumenort has identified four major priorities for future development. These include a new community centre building, splash pad, active transportation system and land acquisition for future recreation development.

### **4.1 Community Centre / Multi-Plex Facility**

The Blumenort community centre facility planning committee identified the key components of a multipurpose community centre that include consideration for a full size gym/social gathering area, fitness studio space, day care, multi-purpose room for drop in senior and youth programs, kitchen and community lounge area. These components are consistent with the need for activity areas mentioned in the community survey. Further community consultation is needed to confirm the required components, scope and scale of such a facility. However, the space requirements and preliminary magnitude of costs provide a measure of the scale and magnitude of a project of this nature.

**Table 3.6 Blumenort Community Centre / Multipurpose Facility  
Summary of Total Space Requirements**

Blumenort Community Centre / Multipurpose Facility Summary of Total Space Requirements		
Space		Size (sq. ft.)
A	Gymnasium/ social space	6,000*
B	Fitness studio	1500
C	Child care space	2000
D	Multi-purpose/ lounge	1500
E	Board/ meeting room	500
F	Kitchen/ Concession	500
G	Washroom/ Lockers/ Showers	1000
H	Reception/ office/ copy room	350
I	Storage	500
J	Walking Area	N/A (Incorporated into Design)
<b>SUBTOTAL (Programmable/ Activity)</b>		<b>13,850 sq. ft.</b>
<b>TOTAL (Grossing factor @ 1.4)</b>		<b>19,390 sq. ft.</b>

\* Full size Middle School Size 4,680 sq.ft.



Mini Soccer

The programmable activity spaces for the facility are approximately 13,850 sq. ft. but this space does not include an allowance for hallways, access, wall thickness and stair wells that are described as a grossing factor.

### Cost Implications

According to Hanscomb (Yardsticks for Costing, 2012) the cost of developing a recreation facility of this nature ranges between \$200-\$250 per square foot. Final cost estimates depend on multiple factors that take into account the complexity of construction and qualitative design details. Until more is known about the scope and scale of the facility, and assuming a modest approach to facility design, an approximate cost of \$200 per square foot in 2012 dollars will be used to estimate the best case scenario for construction costs.

In addition to the construction costs there are a number of “soft costs” that relate to design, project management and construction fees, contingencies, financing, taxes, permits, site development, furnishings, fitments and equipment. These can vary, but the industry standards suggest that they can account for up to 30% of the estimated construction costs. The cost estimate does not include cost of land or allow for cost inflation over time.



Signage - Forest Enhancement Program

The following capital cost estimate should not be used for budget purposes as it represents a relative magnitude of cost or comparative cost assessment for similar facilities. Until a building program is finalized and designs completed it is difficult to accurately estimate costs for a project such as this.

**Table 3.7 Magnitude of Capital Costs**

Construction Cost (19,390 sq. ft. @ \$200/ sq. ft.)	\$3,878,000
Soft Costs Allowance @ 28% - 30%	\$1,085,000
<b>TOTAL</b>	<b>\$4,963,000</b>
<i>Please note: Numbers above have been rounded up</i>	

The above building program provides a summary of the proposed components and the relative costs associated with a facility of this scope and scale. The magnitude of cost estimate is provided so that the community can weigh the cost and benefits of various facility proposals in setting development priorities. Economies related to the development of the community centre project can be achieved by either phasing in the facility over time, eliminating some of the components on a priority basis or by downsizing some of the proposed spaces to achieve budget objectives.

Other economies could be realized by public/private/non-profit joint development of space or appropriate user agreements with the School Division. For example, some of the spaces such as a full-size gym may duplicate public space in the community and efforts must be made to ensure all community resources are used to their fullest before adding new space.

#### 4.2 Splash Pad

The need for a splash pad wasn't raised during the 2012 Blumenort planning process but has since emerged as a priority facility to be considered by the Recreation Association. The scope and scale of splash pads can vary, as can the costs associated with the design and components to be included. The cost of a splash pad is affected by the location, proximity to site services (water, sewer and electrical), soil and sub soil conditions and other site development considerations such as parking, access and security. There are also options to consider with respect to the design and operation of the splash pad including the type of water source and system (heated, recirculated or recycled) and the number and quality of spray features to be included in the design. The cost of these facilities can vary from \$300,000-\$500,000 for a modest splash pad up to a million dollars for a larger, more sophisticated system.

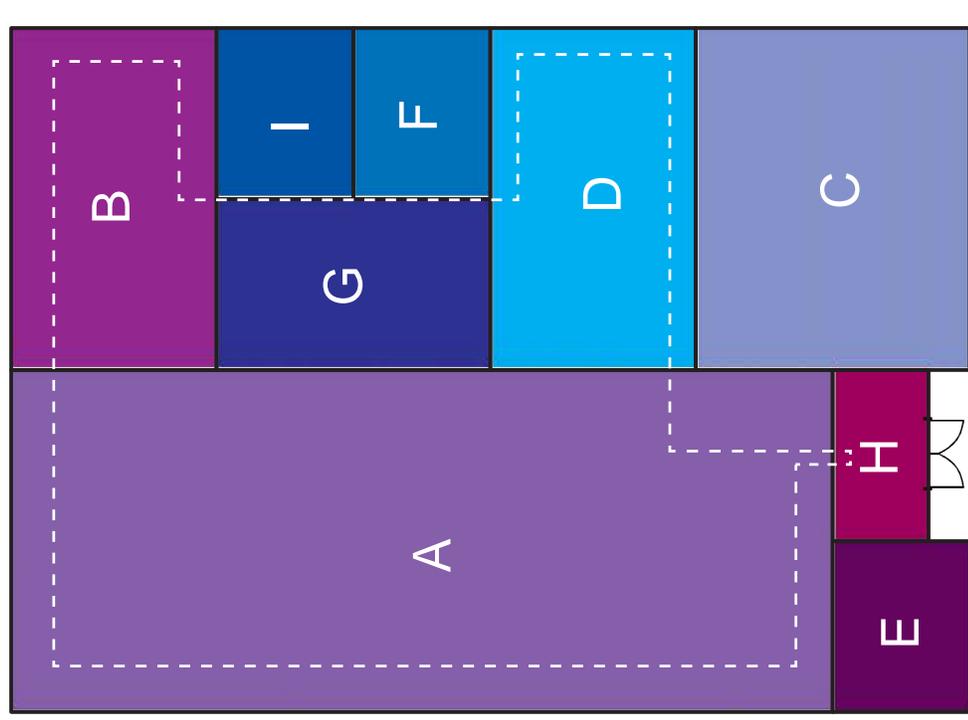
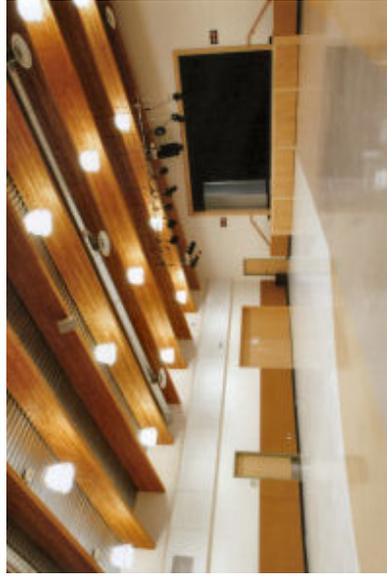
# BLUMENORT COMMUNITY CENTRE / MULTI-PURPOSE FACILITY

## Summary of Total Space Requirements

- A. Gymnasium / Social Space  
(Full size - Middle School Size 4,680 s.f.) 6,000 s.f.
- B. Fitness Studio 1,500 s.f.
- C. Child Care Space 2,000 s.f.
- D. Multi-purpose / Lounge 1,500 s.f.
- E. Board / Meeting Room 500 s.f.
- F. Kitchen / Concession 500 s.f.
- G. Washroom / Lockers / Showers 1,000 s.f.
- H. Reception / Office / Copy Room 350 s.f.
- I. Storage 500 s.f.

-----  
Walking Area (incorporated) n/a

Sub Total (Programmable / Activity Space) 13,850 s.f.  
Total (Grossing factor @ 1.4) 19,300 s.f.





Beach volleyball

There are many qualified suppliers of spray pads, water play parks and splash parks who are competitive in design, product supply and construction costing. Once the components, size and layout of the facility is decided, a competitive bidding process will produce the best selection of design and cost alternatives.

### 4.3 Active Transportation Path and Trail System

Blumenort has several existing walking paths and trails and there is substantial interest in linking these trails and expanding the network to serve as a recreation and active transportation system for hiking, walking and biking.

A local committee has been working to develop the concept further by planning a comprehensive network of paths, designating existing transportation routes for non-motorized use, signing streets and existing trails for bike and walkers and developing new trails that link into the system.

Map No. 3.2 illustrates the tentative routes that have been identified. The committee is engaging in a consultation process to get feedback regarding the plan. The cost to undertake such a plan is unknown at this stage but it is the type of facility that can be phased in over time as resources allow. There is funding available through the Provincial gas tax agreement dedicated for active transportation that will provide grants to cover the cost of planning, equipment, trail development and signage.

### 4.4 Land Acquisition for Recreation

The Blumenort Recreation Association recognizes that population growth in the community will continue to tax the ability of the Association to meet its recreation demands. It seeks to proactively deal with this issue through the acquisition of 20 acres of land adjacent to its existing site while land is still available.

While it is premature to put an estimate on the cost of land acquisition, doing so is a priority of the Blumenort Recreation Association and discussions about the acquisition for public reserve purposes with the RM of Hanover would be an appropriate first step in this process.



Blumenort pathway

# RM of HANOVER BLUMENORT



## Active Transportation Plan

### Legend - Active Transportation Trails

Existing



Summer 2013



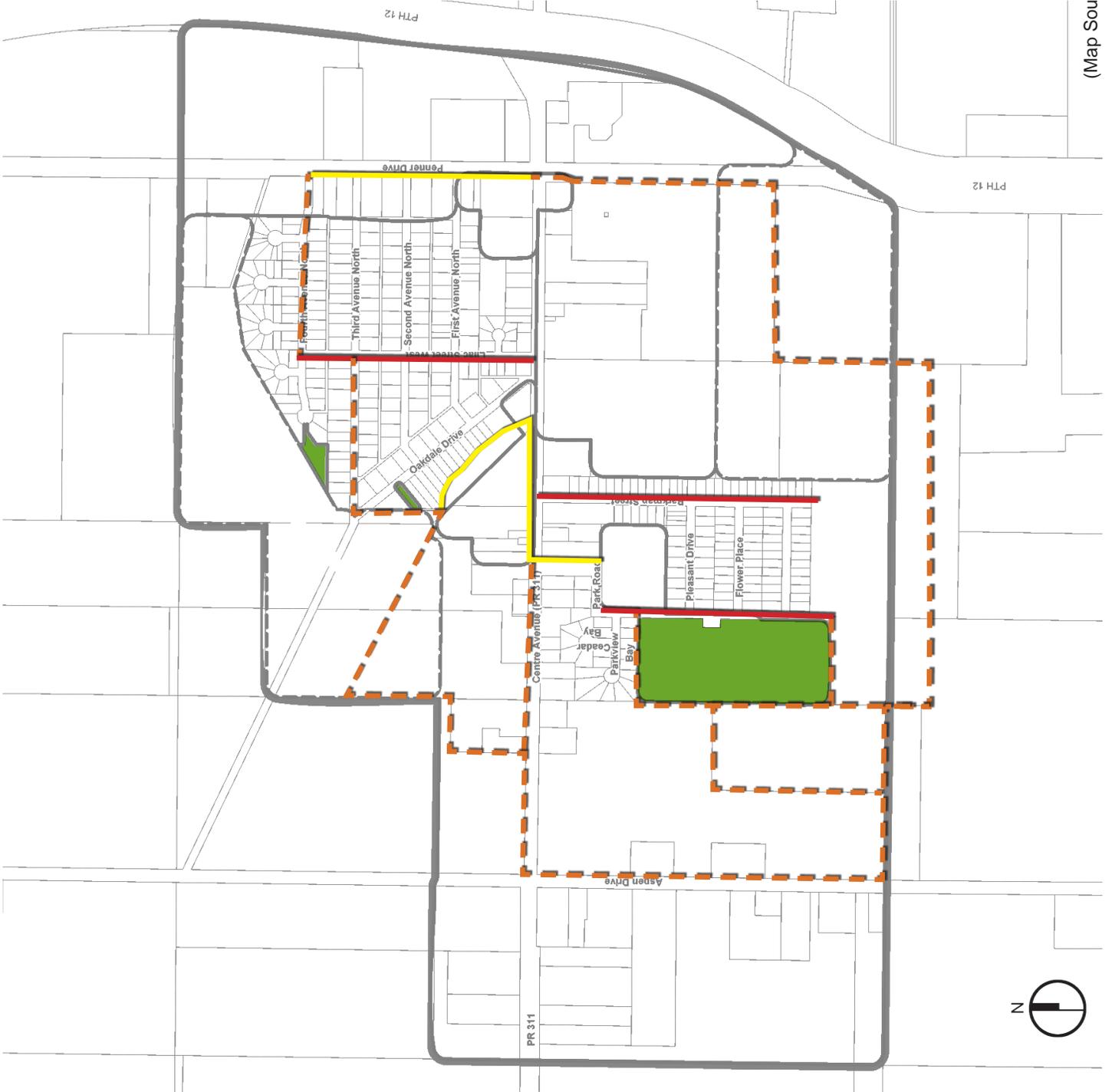
Proposed



*Harper & associates*

October, 2013

Map No: 3.2



## Priorities and Financial Implications

In summary, there are four capital projects outlined by the Blumenort Recreation Association that require major capital funding.

1. Community Centre / Multiplex facility
2. Splash Pad
3. Active Transportation Trails
4. Land Acquisition for Expansion of AG Penner Park

All four of the proposed capital projects are high on the community priority list because each project represents a gap in the current facilities available in the community and each has a local advocate working to achieve implementation of the project.

There is limited availability of major capital to fund these projects. The trail and pathway project would be eligible for funding from the provincial government gas tax funding for active transportation. Community Places is another source of capital to support capital projects. The RM of Hanover has approximately \$50,000 in a recreation reserve fund for Blumenort that can be utilized for these projects and there is a process to fund capital projects through a local improvement tax. This process, however, requires public hearings and both local and provincial approval.

Given that the four proposed projects requiring capital funds would need to be spread out over a period of years, Blumenort needs to identify the priority for each project and identify a realistic schedule for implementation.

# Town of Grunthal

## Community Profile

Grunthal is located in the southwest corner of the RM of Hanover and according to Statistics Canada (2011) the community has 538 residential households with a population of 1640. This represents approximately 27% of the overall urban population of the RM of Hanover. The community has experienced a 35% increase in population over the past five years with Statistics Canada (2011) reporting an increase of approximately 400 new residents between 2006 and 2011. All indications suggest that growth will continue. The median age of the community is 26.1 years compared to the provincial median age of 38.4 years and 30% of the population is under sixteen years of age. There are two schools located in Grunthal, South Oaks (K-4) with a student population of 315 and Green Valley (5-12) accommodating 580 students. The community also has a number of high profile businesses that provide a source of support for recreation development in the community.



Grunthal Arena

## Financial Status

The Grunthal Community Centre manages an annual operating budget of approximately \$190,000. In 2012 it received an RM operating grant of \$85,000 and a Ward 6 grant of approximately \$23,500 to support operating costs to provide community programs and to operate the indoor arena, 38 acre Centennial Park site and the TriStar Soccer pitch which is located on a 14.9 acre site adjacent to the Ag Society grounds.

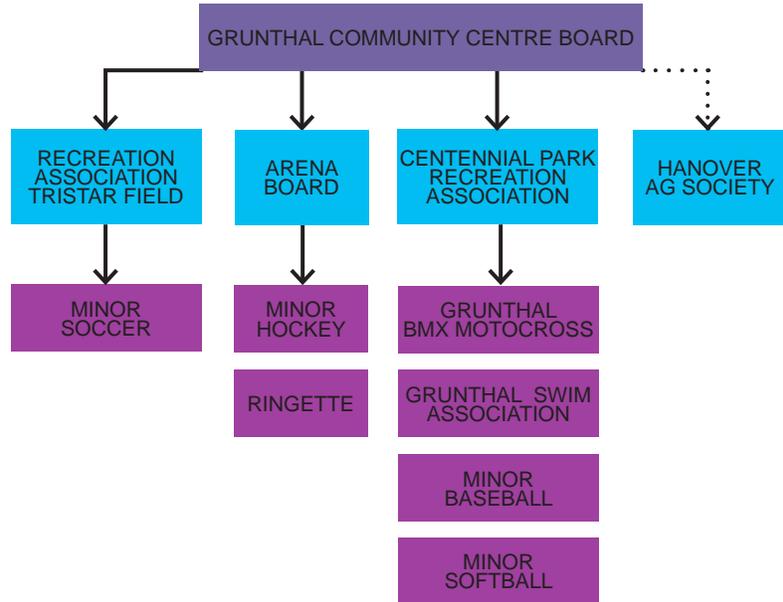
## Governance and Recreation Service Delivery

In Grunthal, the seven-person board of the Grunthal Community Centre Board serves as an umbrella organization that coordinates the responsibilities of the Recreation Association (TriStar Field), the Arena Board, Centennial Park Recreation Association, Grunthal Swim Association and has an indirect communication relationship with the Hanover Ag Society (Figure 3.3). In addition, there are several other autonomous recreation organizations including the Grunthal New Horizons Senior Centre and the Dropzone, a faith based youth centre located adjacent to the arena site.



Centennial Park pool

**Figure 3.3 Grunthal Recreation Governance Model**



**Facility Inventory and Analysis**

The Grunthal Community Centre has a good variety and supply of recreation facilities and services (see Table 3.8) to serve a population of 1,640 residents. The board is responsible for 16.5 acres of public reserve with an arena, outdoor pool, ball diamonds, soccer pitch, beach volleyball and picnic shelter.

RM of HANOVER  
GRUNTHAL



October, 2013

Map No: 3.3

Parks & Facility Inventory



(Map Source: RM of Hanover)

**Grunthal Centennial Park - 38 Acres**

- Baseball diamonds (3)
- Outdoor swimming pool
- Pool service building 2250 sq.ft. (washroom / concession)



- Picnic Area
- Beach Volleyball



Lot Line



Grunthal Arena



Centennial Park pool



Ag Grunthal Society Ground

**Table 3.8 Grunthal Community Assoc. Facility Inventory**

<b>Factors</b>				
Population (Census)	1640			
% of RM Urban Pop (6039)	27%			
<b>Financial Status*</b>				
2012 Expenses	\$191,735			
2012 Revenue	\$94,875			
2012 Net Costs	\$96,860			
RM Grant	\$85,000			
% of RM Grant (\$292, 000)	29.1%			
Park/ Open Space Acreage	54.9 Acres			
Number of Sites	3			
% of Total RM Space (131.3 Acres)	41.8%			
<b>Indoor/ Outdoor Facilities</b>		<b>Number</b>	<b>Size</b>	
Indoor Arena	1	115ft x 216ft	24,840 sq. ft.	
Outdoor Rink				
Outdoor Skating Area				
Outdoor Pool	1	28ft x 76ft	2,128 sq. ft.	Capacity 100
Outdoor Splash Pad				
Community Centre/ Hall				
Canteen/ Concession/ Toilets	1	30ft x 75ft	2,250 sq. ft.	
Picnic Shelter	1			
Outbuildings (Other)				
Washroom (External)				
Outdoor Stage				
Playground Structure				
Skateboard Park				
BMX Track				
Tennis Courts				
Walking Paths	1			
Ball Diamonds	3			
Soccer-Mini/Mid				
Soccer-Full	1			
Beach Volleyball	2			
Hard Court (BB)				
Toboggan Slide				
Senior Centre				
Teen Centre				
<b>School Facilities</b>				
Play Structures	2			
Ball Diamonds	3			
Soccer - Mini	4			
Soccer - Full				
Soccer / Football				
Hardcourt Area (Basketball)	2			

(\*Source of Financial Data: RM of Hanover)

# RM of HANOVER GRUNTHAL



## Parks & Facility Inventory

### Public Reserve Site Uses: RM of Hanover

1. Arena Parking Lot (0.6 acres)
2. Indoor Arena (1 acre)
3. Undeveloped (1.1 acres)
4. Undeveloped (0.6 acres)
5. TriStar Field (14.9 acres)

### OTHER:

6. Drop Zone Youth Centre
  - Beach volleyball
  - Hard court area
7. Grunthal New Horizon Senior Centre
8. Kiddie Park
9. AG Society Grounds

### Hanover AG Society (12.7 Acres)

- Show ring / rodeo arena
- Camping
- Washrooms / concessions
- Barn / arena
- Main stage

### RM of Hanover (14.9 Acres)

- TriStar soccer field

### Hanover School Division (7 Acres)

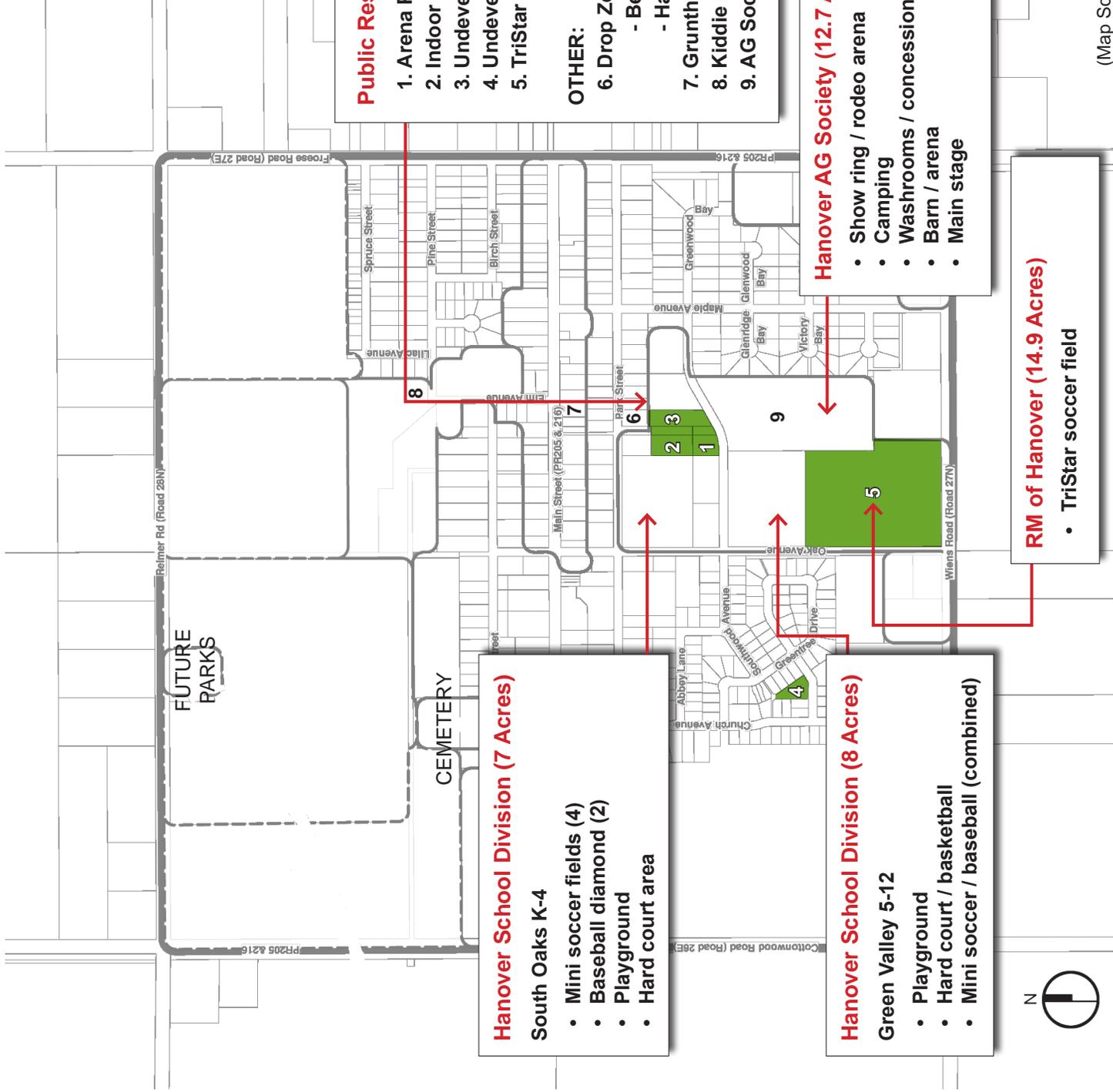
#### South Oaks K-4

- Mini soccer fields (4)
- Baseball diamond (2)
- Playground
- Hard court area

### Hanover School Division (8 Acres)

#### Green Valley 5-12

- Playground
- Hard court / basketball
- Mini soccer / baseball (combined)



October, 2013

Map No: 3.4

(Map Source: RM of Hanover Development Plan, 2009)



TriStar Field

## Issues, Plans and Strategies

The Grunthal Community Centre and representatives of other community recreation interests participated in a planning session (Path Process, 2012) with the Province and Hanover Recreation Department. The process identified a number of key issues to be addressed in the coming year and new capital facility improvements needed in the community. Many of these issues were not unique to Grunthal and represented concerns expressed in each of the urban area planning sessions. Internal communication, priority setting and governance of recreation services were among the issues addressed as were the current financial model for community centre support and the challenge of recruiting and retaining volunteers. The need for new and improved indoor and outdoor facilities formed part of the outcome of the planning process.

In addition to the issues raised during the planning process, the RM wide survey recreation master plan survey identified other general public views on recreation in Grunthal that need to be addressed.

## Community Survey Results

The RM wide community needs survey included responses from 48 residents of Grunthal. While the number of completed surveys isn't sufficient to generalize the results to the whole community, there are some important findings that provide insight into the needs and preferences of community residents. In general terms, the residents enjoy a high quality of life (7.9/10) and have a high level of satisfaction with the variety and supply of parks, facilities and recreation programs. The favourite recreation activities of the majority of residents were walking, cycling and hockey. Residents were split on the need for new or improved indoor and outdoor facilities.

Residents were also asked about their support for the development of new and improved indoor and outdoor recreation facilities. Outdoor facilities received more support for development than indoor facilities. Preferred indoor facility improvements included the arena and development of a fitness studio. Outdoor facilities that received the majority of support were walking paths, play structures and park amenities. However, there was little support for new taxes to cover the cost of new capital development and the number one barrier to recreation participation for a majority of respondents was related to cost.

## Facility Needs and Improvements in Grunthal

### *Current Facility Condition Assessment*

The number and variety of available facilities is an important consideration as is the quality and condition of the existing community facilities. IN term of quality, number of facility deficiencies were identified in a Community Places inspection report (September 21, 2012) and targeted for improvements. These facility deficiencies represent preventive maintenance and life cycle improvements required on an ongoing basis as facilities age. The key recommendations related to required upgrades to the Grunthal Arena and Centennial Park ball diamonds as well as improvements to the outdoor pool. In 2012, Grunthal received \$25,000 in funding from Community Places for a \$71,000 arena upgrade as well as \$26,000 from the federal infrastructure improvement fund and \$8,100 from the First Sports Program toward a \$52,000 upgrade to its baseball diamonds. Much of this work is now nearing completion.

### **New and Improved Facilities**

The Community Centre Board and its various subcommittees have identified a number of new facilities and additional upgrades to existing facilities intended to improve service and accommodate growth anticipated in the community in the coming years. These include (Table 3.9) an arena expansion project, addition of amenities and the second phase of ball diamond upgrades at Centennial Park, the development of a community trail system and upgrades to the TriStar soccer field.

**Table 3.9 Proposed Facility Improvements, Town of Grunthal**

<b>New Facility Development</b>	<b>Project</b>
1. Expand Arena	New Lobby, Dressing Rooms, Meeting & Fitness Area
2. Centennial Park	Splash Pad, Children’s Play Structure & Camping
3. Trails and Paths	Trails & Paths to link Arena, TriStar Field & Ag Society Grounds with Centennial Park
<b>Facility Upgrading Projects</b>	<b>Improvements (Source: Community Places)</b>
1. Centennial Park Diamonds	Complete Phase II Redevelopment Plan
2. Centennial Park Pool	Expand Pool Deck and “Leisure” Pool Amenities
3. Improve TriStar Filed	Washrooms, Concession/Storage, Irrigation, Team and Spectator Seating

The following is description of new and improved facility proposals in Grunthal.

**Grunthal Arena**

The Grunthal Arena is a 46 year-old arena constructed in 1967, Canada’s Centennial year. Since 1967, a number of upgrades and improvements have been completed including the installation of an artificial ice plant (1988), improved lighting, insulation and ice plan compressor and roof replacement (2013).

The Arena Board recognizes that in the long-term future, the arena will need to be replaced and a planned strategy should be developed in consultation with the RM. While there are indoor arenas in two urban centres within the RM these are considered regional facilities that serve residents across the RM and therefore require a replacement strategy that may have financial implications for all residents. The arena is aging and has a number of deficiencies that affect the quality of the user experience. The dressing rooms are undersized and inconveniently located. The lobby, kitchen and viewing space are undersized and in need of upgrading, expansion and moderinization. Initially, the plan was to expand the front lobby and viewing area and add dressing rooms along the east side of the existing building. The plan has since expanded to include a second floor and an additional 30 feet to the east side dressing room plan to include space for meeting rooms, a fitness studio and additional lounge/spectator viewing.

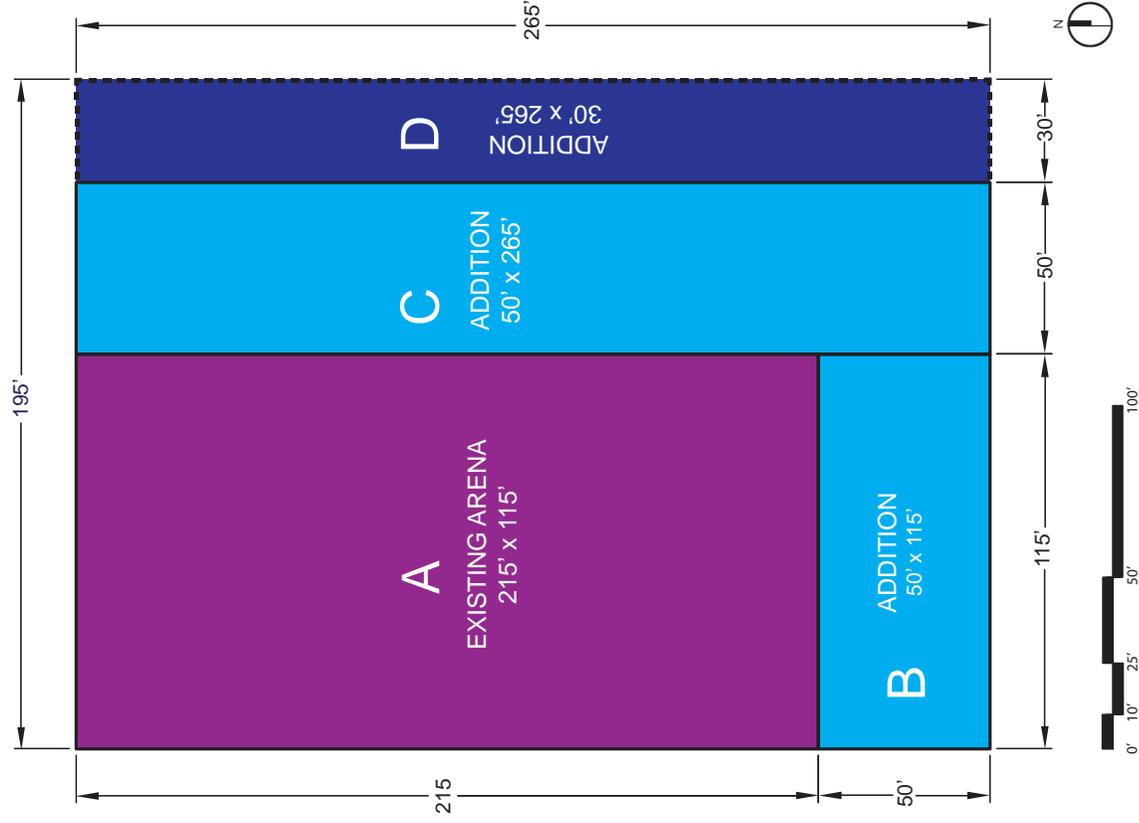
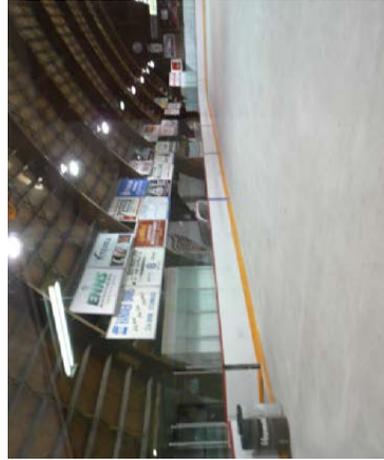
The existing area is approximately 215 feet by 115 feet (24,725 sq. ft.) and an addition of the magnitude proposed would add 53,99 sq. ft. of activity space. The concept, scope and location of the addition raises questions regarding the compatibility of a new building addition to a 46 year old structure of this design and construction.

**Table 3.10 Proposed Arena Addition Components**

Facility Components	Size	Area (sq. ft.)
Front Lobby, Kitchen & Viewing	5”x115’	5,750
East Side Dressing Rooms (4)	80’x265’	21,200
<b>SUB TOTAL</b>		<b>26,950</b>
2nd Floor Fitness Studio, Meeting & Viewing		26,950
<b>TOTAL</b>		<b>53,900</b>

# GRUNTHAL ARENA

COMPONENT	DIMENSIONS	AREA
<b>A</b> EXISTING ARENA	215ft. x 115ft	24,725 sq. ft.
<b>ADDITION LEVEL 1</b>		
<b>B</b> Lobby / Viewing / Kitchen	50ft x 115ft	5,750 sq. ft.
<b>C</b> Dressing Rooms / Viewing Area	50ft x 265'	13,250 sq. ft.
<b>D</b> Expand Dressing Rooms	30ft x 285ft	7,950 sq. ft.
	SUB TOTAL	26,950 sq. ft.
<b>ADDITION LEVEL 2</b>		
Fitness Studio / Meeting Rooms		26,950 sq. ft.
	<b>TOTAL</b>	<b>53,900 sq. ft.</b>



It is premature to develop a cost analysis of the proposed building addition with any accuracy due to the complexities of the project. It is, however, possible to provide a magnitude of costs assessment for a 54,000 sq. ft. addition based on comparative cost for similar construction. Assuming very basic construction, Handscomb (2012) Yardsticks for Costing estimate the construction costs to range between \$150-\$200 / Ft<sup>2</sup>.

In addition to the construction costs there are a number of “soft costs” that relate to design, project management and construction fees, contingencies, financing, taxes, permits, site development, furnishings, fitments and equipment. These can vary, but the industry standards suggest that they can account for up to 30% of the estimated construction costs. The cost estimate does not include cost of land or allow for cost inflation over time.

The following capital cost estimate (Table 3.11) should not be used for budget purposes as it represents a relative magnitude of cost or comparative cost assessment for similar facilities. Until a building program is finalized and designs completed it is difficult to accurately estimate costs for a project such as this.

**Table 3.11 Magnitude of Capital Costs**

Construction Cost (54,000 sq. ft. @ \$150/ sq. ft.	\$8,100,000
Soft Costs Allowance @ 28% - 30%	\$2,400,000
<b>TOTAL</b>	<b>\$10,500,000</b>
<i>Please note: Numbers above have been rounded up</i>	

Clearly, more information is needed and a well researched building concept and a analysis of each proposed component needs to be undertaken before decisions are made. The proposal to attach the new structure to a 46 year-old building requires careful consideration and professional architectural and engineering advice. Also, the long-range objective to replace the arena needs to be taken into consideration.

**Trails, Pathways and Active Transportation Corridors**

There is significant interest in walking, cycling and jogging in the community and the development of active transportation corridors is being encouraged across the province because of the obvious environmental and health benefits.

The Grunthal Community Centre, Centennial Parks Board and the Ag Society are coordinating plans to develop internal trails and paths that link residential areas with recreation amenities such as the arena, Ag Society grounds, playgrounds, schools and TriStar field as well as a two mile external trail linking Centennial Park.

*TriStar Field*

TriStar Field is located on a 14 acre property owned by the RM and phase I involved the development as a full size regulation soccer field. The long-range plan for improvements requires:

- Improved field drainage and irrigation
- Player and spectator seating
- Addition of mini soccer pitches and proper goals
- Washrooms, storage and concession building
- Perimeter fencing and signage



Centennial Park ball diamond

The Agricultural Society that occupies land adjacent to the TriStar soccer field has expressed an interest in cooperative development of shared facilities such as parking, washroom / concession and other site development amenities. While the Ag Society is a non-profit, autonomous independent organization their presence offers an opportunity for a public/non-profit partnership in facility development. This opportunity should be pursued with a joint planning process to ensure that duplication does not occur and cost savings can be realized.

*Centennial Park Improvements*

Centennial Park is a significant 38 acre park site including the GMX Motorcross facility, three ball diamonds, picnic area, beach volleyball and the only outdoor aquatic facility in the RM. As new and improved amenities are added, it will attract growing interest and use across the RM, and in that regard, serve as a regional facility for all residents.

In recent years, improvements have been made to the ball diamonds and outdoor pool enclosure. Future plans include:

- Phase III upgrades to ball diamonds
- Construct children’s playground
- Relocate pole shed and construct new storage shed
- Phase III pool development: expand pool deck area and add furniture and equipment to create a “leisure pool” concept
- Add 25 full service camping sites
- Construct splash pad to compliment outdoor pool facility



Senior Centre



Arena



Senior Centre

## Town of Mitchell

### Community Profile

Mitchell is located approximately 6 kilometers west of Steinbach on Highway 52. In 2011 it had a population of 1,656 residents (including the LUD of Mitchell) and is experiencing growth with 49 new homes constructed and 45 new lots opened up on the south side of highway 52 in 2012.

### Financial Status

The Mitchell and District Community Centre has significant open space and facilities to manage and operates on an annual operating budget of approximately \$235,000. In 2012 the Centre received an RM operating grant of \$107,000 to support operating costs of the indoor arena and other recreation facilities as well as the 21 acre Stahn Athletic Park site.

### Governance and Recreation Service Delivery

In Mitchell all recreation services located on or using municipal property and facilities are coordinated through the seven member Mitchell Community Centre board of directors. The one exception is the Mitchell Senior Centre, located on the 8.6 acre arena site, that operates as an autonomous organization.

In 1999, By-Law #1997 was passed authorizing the RM administration and the Mitchell Community Centre to enter into an agreement with the Mitchell Senior Centre to lease space for the senior centre facility and a site parking allowance. It appears that this agreement was never signed by the community centre board or the senior centre authorities.

At this stage, there is also an interest on the part of the community centre board to discuss a possible reciprocal / joint use agreement of space at the Mitchell Senior Centre and the arena to serve broad community needs. It would be beneficial to all involved to finalize the lease agreement for the space in question and at that time, enter into discussions regarding the terms of the agreement for the lease to include shared use of the space. In keeping with the objective of the RM to coordinate all recreation services on RM property through a single authority, the Mitchell Senior Centre should be invited to participate with and coordinate their services through the Mitchell Community Centre board.



Seniors Centre

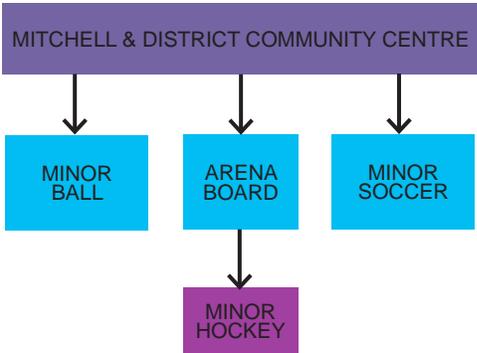


Play structure



BMX track

**Figure: 3.4 Mitchell Governance Model**



**Facility Inventory and Analysis**

The Mitchell and District Community Centre has an excellent variety and supply of recreation facilities and services (see Table 3.12) to serve a population of 1,656 residents. The board is responsible for an 8.6 acre arena site that contains an indoor arena and outdoor rink, playground, picnic shelter, BMX track, tennis courts (2), and support building as well as the 21.9 acre Stahn Athletic Park with baseball and soccer fields and a toboggan slide.

These facilities are for the most part, in good operating condition and serve the local community well. Similar to the arena in Grunthal, the Mitchell area serves as a regional level facility that meets the indoor ice requirements of residents across the RM.



Picnic Pavilion



Tennis courts



Arena



Toboggan slide



Mini Soccer

**Table 3.12 Mitchell and District Community Centre**

<b>Factors</b>				
Population (2011 Census)	1656			
% of RM Urban Pop (6039)	27.4%			
<b>Financial Status*</b>				
2012 Expenses	\$234,650			
2012 Revenue	\$143,700			
2012 Net Costs	\$90,950			
RM Grant	\$107,000			
% of RM Grant (\$292, 000)	36.6%			
Park/ Open Space Acreage	30.5 Acres			
Number of Sites	2			
% of Total RM Space (131.3 Acres)	23.2%			
<b>Indoor/ Outdoor Facilities</b>	<b>Number</b>	<b>Size</b>		
Indoor Arena	1	115ft x 216ft	25,750 sq. ft.	
Outdoor Rink	1			Lighted
Outdoor Skating Area				
Outdoor Pool				
Outdoor Splash Pad				
Community Centre/ Hall				
Canteen/ Concession/ Toilets	2	30ft x 52ft 12ft x 12ft	1704 sq. ft.	
Picnic Shelter	1			
Outbuildings (Other)				
Washroom (External)	1	17ft x 21ft	357 sq. ft.	
Outdoor Stage				
Playground Structure	2			
Skateboard Park				
BMX Track	1			
Tennis Courts	2			
Walking Paths	1			
Ball Diamonds	5			
Soccer-Mini/Mid	5			
Soccer-Full	1			
Beach Volleyball	1			
Hard Court (BB)				
Toboggan Slide	1			
Senior Centre	1			
Teen Centre				
<b>School Facilities</b>				
Play Structures	2			
Ball Diamonds	4			
Soccer - Mini	2			
Soccer - Full				
Soccer / Football	1			
Hardcourt Area (Basketball)	1			

(\*Source: RM of Hanover)

**RM of HANOVER  
MITCHELL**



**Parks & Facility Inventory**

**Hanover School Division (9.2 Acres)**

Middle School 5-9

- Playground
- Football / soccer field
- Baseball diamonds (2)
- Hard court / basketball

**RM of Hanover (21.93 Acres)**

Stahn Field

- Baseball diamonds (4)
- Soccer fields - Mini (5)
- Concession / washrooms
- Toboggan slide
- Playground

**Hanover School Division (6.9 Acres)**

Elementary School K-4

- Playground
- Baseball diamonds (2)
- Mini soccer fields

**RM of Hanover (8.6 Acres)**

- Arena
- Senior centre
- Outdoor rink (lighted)
- Playground
- Beach volleyball
- Picnic shelter
- Concession
- Washrooms
- Baseball diamond (mini)
- Tennis courts (2)
- BMX track

**RM of Hanover (7.5 Acres)**

Treed & undeveloped





Outdoor rink



Picnic Pavilion



Stahn Field

## Issues, Plans and Strategies

The Mitchell Community Centre and representatives of other community recreation interests participated in a planning session (Path Process, 2012) with the Province and Hanover Recreation Department. The process identified a number of key issues to be addressed in the coming year and new capital facility improvements needed in the community. Many of these issues were not unique to Mitchell and represented concerns expressed in each of the urban area planning sessions.

The key issues included:

- Improved governance model and increased board involvement
- Availability of volunteers
- Improved communication and working relationships with the Mitchell Senior Centre, school division and RM
- Strategy for capital fundraising for priority projects
- Facility improvements and upgrading

## Facility Needs and Improvements in Mitchell

### *Current Facility Condition Assessment*

Community Places completed an inspection report (September 21, 2012) of all of the facilities in Mitchell. While there are a number of facility components targeted for improvements the general state of facilities in the community is very good. For the most part, the items included in the Community Places report represent remedial repairs that are part of an ongoing lifecycle maintenance program that the Community Centre Board addresses on an ongoing basis. Many of them have been addressed over the past year.

### *New and Improved Facilities*

In the past two years, the community centre has installed a new toboggan slide at Stahn Field, added a play structure in the community and built two new tennis courts (\$149,000) at the arena site. The Community Centre Board and its various subcommittees have identified a number of new facilities and additional upgrades to existing facilities intended to improve service and accommodate growth anticipated in the community in the coming years. These include (Table 3.13) arena upgrades, improved amenities at Stahn Field and development of paths and trails.

**Table 3.13 Proposed Facility Improvements, Mitchell**

New Facility Development	Project
1. Trails and Paths	2 kilometer fitness trail c/w fitness workout stations
2. Community Centre/Arena Site	Develop mini golf facility
Facility Upgrading Projects	Improvements (Source: Community Places)
1. Mitchell Arena	Insulation and floor replacement (\$162,0000
2. Stahn Field	Install 8 dugout roofs
3. Stahn Field	Expansion of picnic shelter



Arena

Following is description of new and improved facility proposals in Mitchell.

**General Improvements**

The priorities for new and improved facilities are:

1. Insulate arena
2. Develop walking paths and trails
3. Mini golf area
4. Improvements at Stahn Field



Arena viewing area

Funding is in place for a portion of the dugout improvements and the fitness trails. A fundraising strategy is being developed to complete all of the proposed projects and grant requests have been developed for the arena insulation project.

*Pathway and Trail System*

The path and trail development is intended to eventually be a two kilometer trail system that included adult outdoor exercise stations along the trail. This trail could form the beginning of a more substantial community trail system that links park and facility amenities with residential areas and provides both a linear linkage system as well as an active transportation corridor.



Tennis Courts

*Mitchell Arena*

The Mitchell Arena is a cinder block facility built in 1978. The Community Places report indicated that while it is in generally good condition, there are improvements required to deal with aging infrastructure and deferred maintenance. The arena has a seating capacity for 750-1000 spectators and accommodates approximately 120 minor hockey players. The arena operates at capacity but has sufficient supply of ice to meet current demand.

The arena insulation project is an important consideration to improve the energy consumption in the building and provide a measure of air quality and humidity control. The estimated cost to complete the project is approximately \$140,000. Funding requests to date have been unsuccessful but continue to be a priority of the community centre board.



Welcome Sign



Picnic Pavilion



Play structure

## Town of New Bothwell

### Community Profile

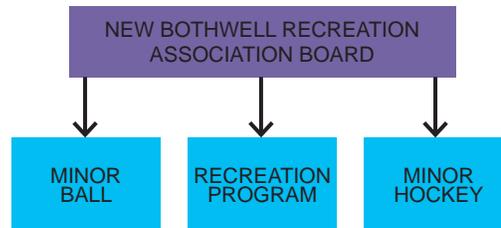
New Bothwell is located approximately 15 kilometers northwest of Steinbach on Provincial Road 216 and 6 kilometers north of Highway 52. According to the 2100 census, New Bothwell has an urban population of 638 residents, approximately 10.6% of the total RM urban population. The community is best known for its award winning cheese producer Bothwell Cheese. It is served by a post office, restaurant / gas bar, several churches and an active Chamber of Commerce.

### Governance and Recreation Service Delivery

Recreation services in the community are coordinated by the New Bothwell Community Centre that manages a 7.8 acre recreation / park site on behalf of the RM of Hanover. In addition to the community centre site there is a 1.8 acre play park with a mini soccer pitch and play structure that are managed by the Chamber of Commerce.

The community centre provides a variety of organized recreation programs including boys' and girls' baseball, youth and adult recreation hockey, crib nights and zumba classes. In 2011 the community centre hosted the 2011 AA bantam boys provincial championships. There are also a number of community festivals and special events that the community centre organizes in conjunction with other community groups such as the Chamber of Commerce. These include the annual wine and cheese festival, fall suppers, craft and trade show, pancake breakfast and youth dances.

**Figure 3.5 New Bothwell Recreation Governance Model**



## Financial Status

The New Bothwell Community Centre manages a number of indoor and outdoor facilities on its 7.8 acre site. It operates on an annual budget of approximately \$60,000. In 2012, it received an operating grant from the RM of \$22,000 and an additional ward grant of \$14,376 to operate its programs and offset operating costs. In 2012 the community centre was also successful in getting a \$26,000 community infrastructure improvement grant towards a \$52,000 community centre upgrade.



Festival setup

## Facility Inventory and Analysis

The New Bothwell Community Centre has a good variety and supply of recreation facilities and services (see Table 3.14) to serve a population of 638 residents. The 7.8 acre arena site contains a lighted outdoor rink, community centre hall, picnic shelter, skate board park and two ball diamonds.

These facilities are in generally good operating condition and serve the local community well. There are some improvements required to the community hall and the parking lot as well as upgrades to the children's play structure. The 1.8 acre property managed by the Chamber of Commerce, however, is in need of upgrading, including replacement of the play structure.



New Bothwell Community Centre



Ball diamonds



Pavilion and Skate Park



Skate Park



Skate Park

**Table 3.14 New Bothwell Community Centre**

<b>Factors</b>				
Population (2011 Census)	638			
% of RM Urban Pop (6039)	10.6%			
<b>Financial Status*</b>				
2012 Expenses	\$29,750			
2012 Revenue	\$8,000			
2012 Net Costs	\$21,750			
RM Grant	\$22,000			
% of RM Grant (\$292, 000)	7.5%			
Park/ Open Space Acreage	7.8 Acres			
Number of Sites	1			
% of Total RM Space (131.3 Acres)	5.9%			
Indoor/ Outdoor Facilities	Number	Size	Area	Features
Indoor Arena				
Outdoor Rink	1			Lighted
Outdoor Skating Area	1			
Outdoor Pool				
Outdoor Splash Pad				
Community Centre/ Hall	1	30ft x 104ft	3120 sq. ft.	Capacity 100
Canteen/ Concession/ Toilets	1	32ft x 29ft	928 sq. ft.	
Picnic Shelter	1			Capacity 200
Outbuildings (Other)	1	16ft x 20ft	320 sq. ft.	
Washroom (External)				
Outdoor Stage				
Playground Structure	2			
Skateboard Park / Area	1			
BMX Track				
Tennis Courts				
Walking Paths				
Ball Diamonds	2			
Soccer-Mini/Mid	1			
Soccer-Full				
Beach Volleyball	1			
Hard Court Area (Basketball)	1			
Toboggan Slide				
Senior Centre				
Teen Centre				
<b>School Facilities</b>				
Play Structures	1			
Ball Diamonds				
Soccer - Mini				
Soccer - Full	1			
Soccer / Football	1			
Hard Court Area (Basketball)	1			

(\*Source: RM of Hanover)

**RM of HANOVER  
NEW BOTHWELL**



**Parks & Facility Inventory**



October, 2013

Map No: 3.6

(Map Source: RM of Hanover Development Plan, 2009)

**Hanover School Division (5 Acres)**

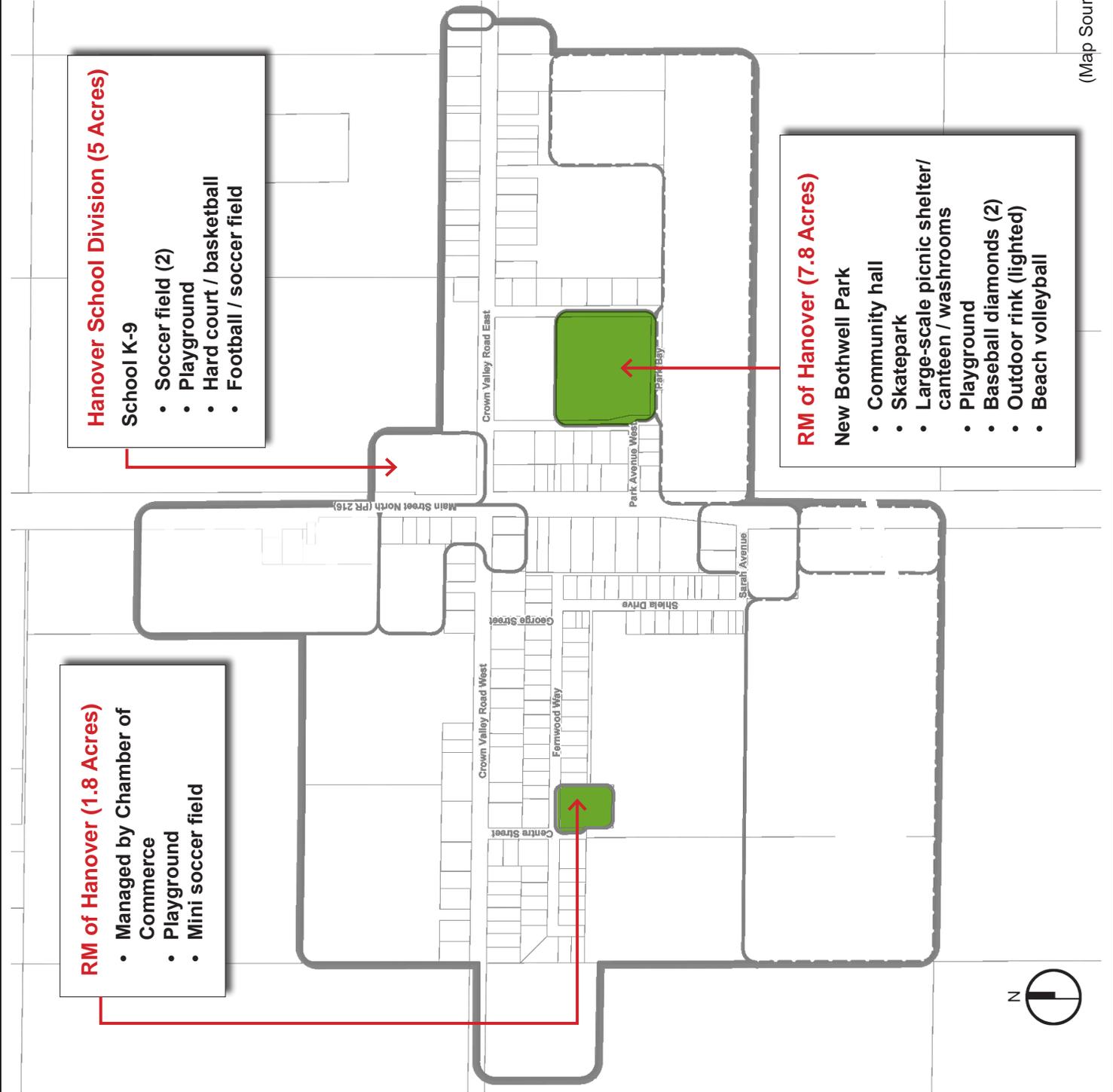
- School K-9
- Soccer field (2)
  - Playground
  - Hard court / basketball
  - Football / soccer field

**RM of Hanover (1.8 Acres)**

- Managed by Chamber of Commerce
- Playground
- Mini soccer field

**RM of Hanover (7.8 Acres)**

- New Bothwell Park
- Community hall
  - Skatepark
  - Large-scale picnic shelter/ canteen / washrooms
  - Playground
  - Baseball diamonds (2)
  - Outdoor rink (lighted)
  - Beach volleyball





Play structure replacement

## Issues, Plans and Strategies

The New Bothwell Community Centre and representatives of other community recreation interests participated in a planning session (Path Process, 2012) with the Provincial Recreation and Regional Services and Hanover Recreation Department. The process identified a number of key issues to be addressed in the coming year and new capital facility improvements needed in the community. Other issues were identified through interviews and community focus groups. These issues included:

- Access to and use of schools
- Volunteer participation
- Local enthusiasm and participation in events and activities
- Drop off in youth participation in activities
- Strategy for capital fundraising for priority projects
- Facility improvements and upgrading

## Facility Needs and Improvements in New Bothwell

### *Current Facility Condition Assessment*

Community Places completed an inspection report (September 14, 2012) of all the facilities in at the New Bothwell Community Centre site. While there are a number of facility components targeted for improvements the general state of facilities at the community centre is reasonably good. Most items included in the Community Places report are to improve safety and preventive maintenance requirements. The one exception is an addition to the community hall that will require major capital funding and play structure replacements.

### *Facility Plans and Improvements*

Major improvements that include a building addition to the community hall to provide a viewing area, and hall expansion are currently underway. The cost to complete the project is approximately \$42,000 of which \$25,000 has been provided by the Community Infrastructure Improvement Fund. If funding allows, improvements will also be made to the building electrical and outside rink lighting including underground lighting and new support poles. Preventative maintenance projects include leveling and expanding the parking lot, upgrading play structures, and interior hall upgrades.



Community Hall Upgrade

**Table 3.15 Proposed Facility Improvements, New Bothwell**

<b>New Facility Development</b>	<b>Project</b>
1. Community Hall	Addition to east side
2. Chamber of Commerce Park	Replace play structure
<b>Facility Upgrading Projects</b>	<b>Improvements (Source: Community Places)</b>
1. Rink	Replace light standards and underground lighting
2. Community Hall	Flooring, counter tops, painting, electrical upgrades
3. Community Centre Site	Upgrade play structure to improve safety
4. Community Centre parking	Level and expand parking lot



Kleeefeld Park & Recreation Centre



Park entrance

## Town of Kleeefeld

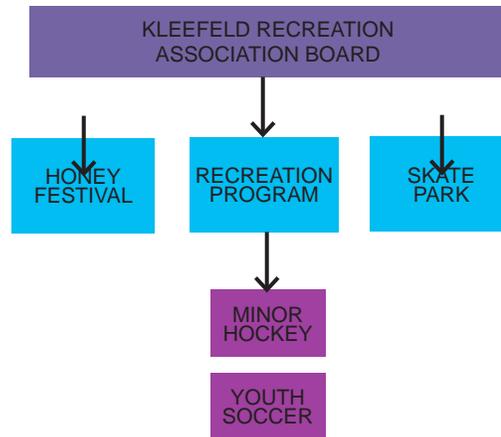
### Community Profile

Kleeefeld is located approximately 17 kilometers south-west of Steinbach. According to the 2100 census, Kleeefeld has an urban population of 701 residents, approximately 11.6% of the total RM urban population. The community is best known as the Honey Capital of Manitoba where the annual honeybee festival is held. The community is well supplied with indoor and outdoor recreation facilities and has a K-8 school with a gymnasium.

### Governance and Recreation Service Delivery

Recreation services in the community are coordinated by the seven member Kleeefeld Recreation Association board of directors that manages a 16.9 acre recreation / park site on behalf of the RM of Hanover. In addition to the community centre site there is an adjacent 6.7 acre school site with a playground, hard court basketball area, and a combination soccer/football field. The community centre provides a variety of organized recreation programs including baseball, a 350-400 member youth soccer program, minor hockey, a farmers market and other social events.

Figure: 3.6 Kleeefeld Recreation Governance Model



### Financial Status

The Kleeefeld Recreation Association was established in 1969 to provide recreation in the community and manage the 16.9 acre site on behalf of the RM of Hanover. It operates on an annual budget of approximately \$55,000 - \$60,000 and in 2102 was supported by a \$32,000 contribution from the RM and a \$28,000 ward grant to offset operating costs. In addition, the Association received a 2011 Community Places grant of \$25,000 for signage and washroom upgrades and a 2012 Community Infrastructure Improvement Grant of \$25,000 towards a \$50,000 park upgrading project.

## Facility Inventory and Analysis

The Kleefeld Recreation Association has a good variety and supply of recreation facilities located in a beautiful park setting (see Table 31.6) to serve a population of 701 residents. The 16.9 acre site contains a lighted outdoor rink that doubles as a summer skateboard park, a community centre hall and meeting area, a substantial picnic shelter, kitchen and external washroom facility and a number of ball diamonds, beach volleyball courts, tennis and soccer fields. In addition to the community facilities there is a school gym but no formal use agreement is in place.

It is clear that the recreation facilities and parks areas are a source of community pride and they are well managed and maintained. There are expected ongoing lifecycle maintenance requirements to the facilities and some upgrading and improvements anticipated in the future.



Recreation Centre / Rink



Recreation Centre



Playground



Beach volleyball



Outdoor rink



Washrooms

**Table 3.16 Kleefeld Recreation Association**

<b>Factors</b>				
Population (2011 Census)	701			
% of RM Urban Pop (6039)	11.6%			
<b>Financial Status*</b>				
2012 Expenses	\$54,100			
2012 Revenue	\$19,600			
2012 Net Costs	\$34,500			
RM Grant	\$32,000			
% of RM Grant (\$292, 000)	10.9%			
Park/ Open Space Acreage	16.9 Acres			
Number of Sites	1			
% of Total RM Space (131.3 Acres)	12.9%			
<b>Indoor/ Outdoor Facilities</b>	<b>Number</b>	<b>Size</b>	<b>Area</b>	<b>Notes</b>
Indoor Arena				
Outdoor Rink	1	85ft x 200ft		Lighted/ Concrete
Outdoor Skating Area	1			
Outdoor Pool				
Outdoor Splash Pad				
Community Centre/ Hall	1	40ft x 60ft		Capacity 75
Canteen/ Concession/ Toilets	1	20ft x 30ft	600 sq. ft.	
Picnic Shelter	3			Capacity 250
Outbuildings (Other)	2		1113 sq. ft.	
Washroom (External)	1	13ft x 30ft	390 sq. ft.	
Outdoor Stage	1			
Playground Structure	2			
Skateboard Park	1	Portable		
BMX Track				
Tennis Courts	2			
Walking Paths	1	Lighted		
Ball Diamonds	2			
Soccer-Mini/Mid	7			
Soccer-Full	1			
Beach Volleyball	2			
Hard Court (BB)				
Toboggan Slide				
Senior Centre				
Teen Centre				
<b>School Facilities</b>				
Play Structures	1			
Ball Diamonds				
Soccer - Mini				
Soccer - Full				
Soccer / Football	1			
Hard Court Area (Basketball)	4			

(\*Source: RM of Hanover)

**RM of HANOVER  
KLEEFELD**



**Parks & Facility Inventory**



October, 2013

Map No: 3.7

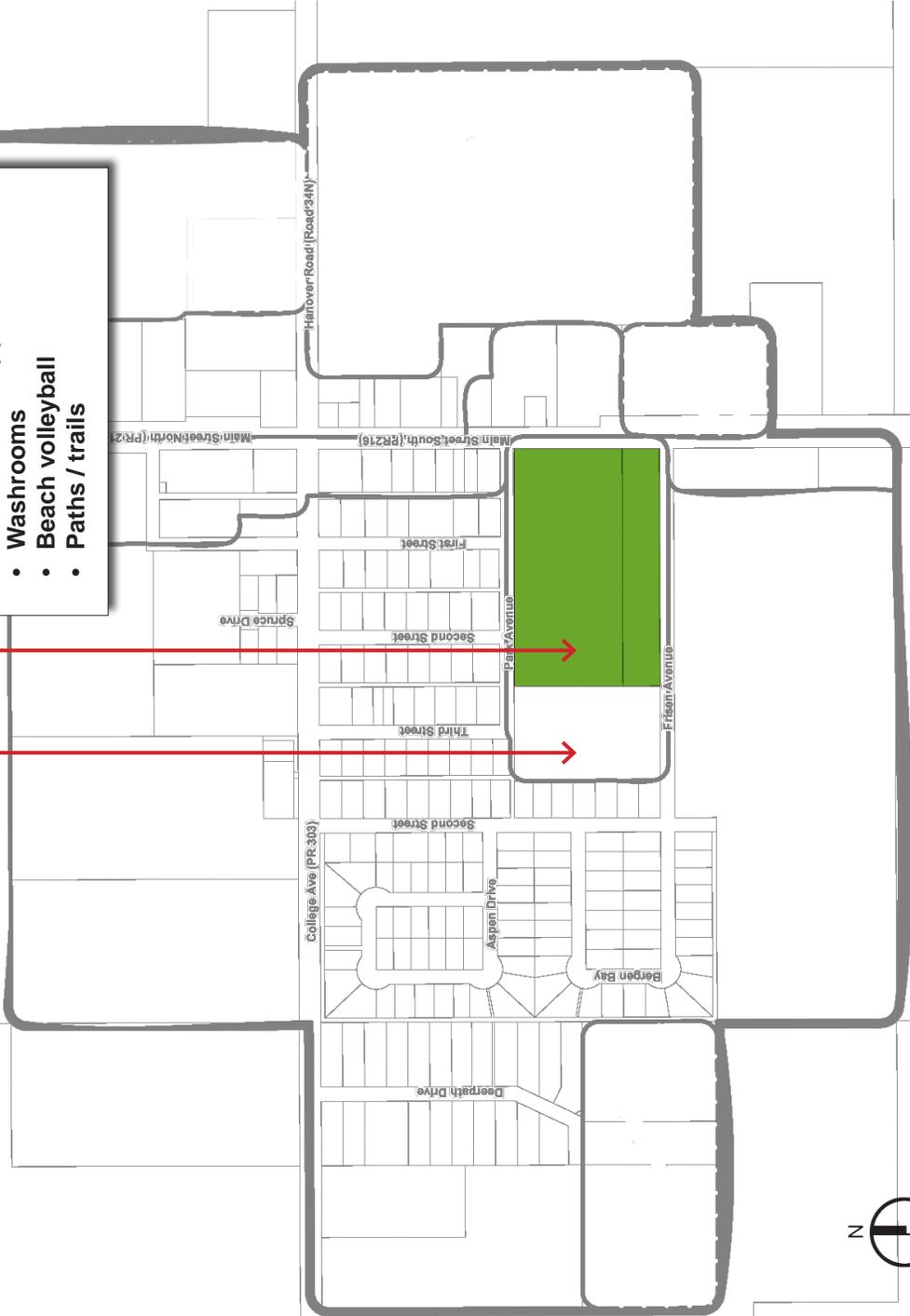
(Map Source: RM of Hanover Development Plan, 2009)

**RM of Hanover (16.9 Acres)**  
**Recreation Centre & Park**

- Recreation centre
- Outdoor rink (lighted)  
 - Skateboard area
- Playground
- Baseball diamonds (2)
- Soccer fields (8 assorted sizes)
- Tennis courts (2)
- Picnic shelters (3)
- Washrooms
- Beach volleyball
- Paths / trails

**Hanover School Division  
(6.7 Acres)**  
**School K-9**

- Hard court / basketball (4)
- Playground
- Football / soccer field





Tennis



Pavilion

## Issues, Plans and Strategies

The Kleefeld Recreation Association and representatives of other community recreation interests participated in a long-range planning session (Path Process, 2012) with the Provincial Recreation and Regional Services Department and Hanover Recreation Department. The process identified a number of key issues to be addressed in the coming year and new capital facility improvements needed in the community in the future. Other issues were identified through interviews and a focus group session with the Recreation Association. These issues included:

- Access to and use of schools
- Volunteer participation and board recruitment
- Availability of capital for new development
- Governance and role clarification between RM and community
- Funding model for community centres

Several of these issues such as school access, governance and financing community centre and communication issues have been raised in other urban centres in the RM and will be addressed in the recreation master plan recommendations.

## Facility Needs and Improvements in Kleefeld

### *Current Facility Condition Assessment*

Community Places completed an inspection report (September 21, 2012) of all of the facilities at the Kleefeld Recreation Association site. While there are a number of facility components targeted for improvements the general state of facilities at the community centre is reasonably good. Most items included in the Community Places report are to improve safety and preventive maintenance requirements. The one exception is an addition to the community hall that will require major capital funding and play structure replacements.

### *Facility Plans and Improvements*

The long-term priorities of the Recreation Association are to expand the community hall to better accommodate community events as the community grows and to develop a children's splash pad. Of more immediate concern is the development of an outdoor stage, new play structure, toboggan slide and additional pathway and trail development.

**Table 3.17 Proposed Facility Improvements, Kleefeld**

<b>New Facility Development</b>	<b>Project</b>
1. New Outdoor Stage	Construct a covered outdoor stage/ amphitheatre
2. Trails and Paths	Develop a 1.6km extension to park pathway
3. Tot Lot	Develop a new children’s play structure
4. Toboggan Slide	Construct a winter use toboggan slide
5. Splash Pad	Construct new children’s splash pad
<b>Facility Upgrading Projects</b>	<b>Improvements (Source: Community Places)</b>
1. Community Hall	Expand community hall to increase capacity
2. Community Hall	Upgrade washrooms and improve handicap access
3. Parks and Athletic Fields	Survey and improve elevations and drainage
4. Picnic Shelter	Re-stain picnic shelter for long-term sustainability
5. Tennis Courts	Repair court surface and fencing
6. Outdoor Fireplace	Study incorporation of the fireplace into site plans

### 3.5 TRENDS IMPACTING RECREATION DEVELOPMENT

It is well documented that recreation participation is influenced by factors that include age, ethnicity, income, health status, public policy, economic and environmental conditions. Over time, as peoples’ circumstances change, so to do the choices they make regarding the use of their leisure time. The profile of the community and the economic, demographic, social and local environmental conditions are all useful predictors of leisure behaviour and the facilities and services the public is likely to use and support. Following is a description of some of the trends (Adapted from RM of Macdonald, 2010, RM of Headingley, 2013) that may have an impact on recreation services in the RM of Hanover.

#### Demographic and Geographic Influences

As reported earlier, the RM of Hanover is experiencing significant growth (18.2% increase since 2006) from urban dwellers seeking a rural environment and new Canadians immigrating to the RM. In addition, 30% of the population is under 14 years of age suggesting that size, age and diversity of population will have a significant impact on the recreation needs of the community in the coming years. It will be important to monitor the impact of population changes recognizing that the development of indoor facilities that have a 50-70 year life expectancy need to be flexible and adaptable to change as the age, interests and needs of the users change.

Proximity to adjacent major urban centres in Winnipeg and Steinbach also have a dramatic impact on recreation needs and users in Hanover. Care should be taken to avoid duplication of services and planning should involve an analysis of the impact of services within the region.

### **Economic Challenges for Local Governments**

Many municipalities across the province have been affected by the uncertain economic climate in Manitoba and beyond. Concerns about aging infrastructure, chronic under-funding for municipalities, limited capital for infrastructure renewal, increased community expectations and negative attitudes toward increased taxes challenge local governments to find creative strategies to finance important initiatives. In this era of restraint, partnerships (public/private and non-profit), creative financing mechanisms, cooperative developments, reduction of redundancies and a focus on priority projects that provide the greatest “public good” are of critical importance.

### **Partnerships and Strategic Alliances**

Partnerships have become an essential strategy in achieving community development objectives, mitigating duplication and achieving efficiencies in operation. The RM of Hanover recognizes the value of partnerships and citizen participation in the delivery of recreation and parks services. It also recognizes that many of the services that exist in the community are due to the role community centre and recreation association volunteers play in providing recreation opportunities. The RM is a direct partner with the five urban community centres as well as a funding partner of many other community organizations that provide recreation and social services. In addition, the RM has created the Recreation Advisory Committee made up of the community centre presidents, to advise Council and the administration on service delivery.

The RM has also renewed its efforts to develop strategic partnerships and cooperative agreements with school officials to secure improved access to public facilities and with community organizations to expand the role of volunteers. In addition, opportunities to engage the private sector should be expanded in public/private partnerships and joint venture projects where mutual benefits result and economies can be realized.

### **Green Facilities**

With the increasing awareness of the environmental impact of major facility development, the trend is toward “green” facilities that are environmentally sensitive, employing energy efficient design, low consumptive use, minimum impact on the community, reduced land use, and attractive aesthetic design to blend with the community.

### **Indoor to Outdoor Focus**

Another trend in participation is a shift from indoor activities to outdoor pursuits. While users rely on indoor facilities for many activities because of climatic conditions, outdoor pursuits are gaining in popularity. Over the past ten years, surveys (CFLRI, 2000) of participation preferences have identified walking, gardening, hiking, home exercise, swimming, social dance bicycling, golf and other outdoor pursuits in the top ten activities.

Lack of contact with nature is a growing concern and has significant implications for health. Recent publications such as “Last Child in the Woods” by Richard Louv and the Alberta Recreation and Parks Association’s, “Children in Nature” (2008) point to a growing nature deficit and the serious health implications for children and adults. The community survey confirms that this trend is very much present in the RM of Hanover where participation in cycling and walking translate into support for pathways, trails, and linear linkage between trails and other public amenities.

### **Focus on Active Transportation**

Environmental considerations, concerns about health and increasing interest in outdoor recreation have led to an increased interest in active transportation strategies and transportation corridors that facilitate non-motorized forms of transportation. The provincial government has created a grants program funded through the gas tax agreement to improve facilities that support active transportation. Several of the community centres have embarked on expanded trail development and active transportation corridors.

### **National Trends in Leisure, Fitness and Health**

“Over the last 20 years, Canadians have become less active. Between 1981 and 2009, measures of fitness declined for Canadians of all ages and both genders, while measures of body fat increased. The prevalence of overweight and obese Canadians has also increased. This trend mirrors a reduced participation in sports. The most recent Canadian survey shows a 17 per cent decline in sport participation among Canadians, due in part to the aging population, but also due to lack of free time and lack of interest. Canadians are becoming more sedentary because of lifestyles that include more desk jobs, transportation by car, and more screen time during leisure hours. Active lifestyles contribute to significant savings in health care costs. One study estimated an annual savings of \$150 million if 10 per cent of physically inactive Canadians became active”.

“Leading an active life benefits individuals as well as society in general. In the last few years, the number of Canadians who are moderately or very active has increased slightly, a recent and fragile positive trend. Despite the modest increases, inactivity remains a problem among children and youth. Only seven per cent of Canadian children and youth attain the recommended level of 60 minutes of moderate-to-vigorous physical activity per day. This is due to less physical education in school, decreasing rates of active transportation to and from school, and increased screen time. Childhood obesity in Canada has tripled over the past three decades. Overall, Canadian children and youth are less active, less fit and weaker than they were a generation ago. Increasing rates of obesity may lead to high societal costs. Obesity and the associated adult-onset diabetes represent costs of \$4.3 billion in Canada, and rates are increasing”.

“There are a number of reasons for inactivity: lack of leisure time is frequently reported. This trend pushes people to choose more individual pursuits instead of organized physical activity. Lack of leisure time may also be a contributor to other trends that indirectly affect recreation, such as a decline in volunteerism”.

“Participation in specific activities differs by gender, region and neighbourhood based on local culture, amenities and interest. Across Canada and particularly in Ontario, male children are consistently more active than female children. Activity levels for both genders decrease with age, though Canadian women are increasingly participating in sport. In Canada, participation in organized sports has decreased, with baseball as the primary example. Conversely, the slight increase in active leisure in the last six years has been achieved through increases in mostly self-directed activities such as jogging, cycling, and walking as well as drop-in and leisure activities such as fitness, yoga, and lane swimming”. (Source: City of Toronto: Recreation Service Plan 2013 – 2017)

### **Risk and Adventure Recreation**

Combined with the interest in outdoor recreation is a growth in risk or adventure recreation. Activities such as skateboarding, snowboarding, climbing and mountain biking have all gained in popularity. These activities are important to nurture because they work so well with programs for youth at risk and those not interested in organized and regulated activities. These trends can be observed locally where several community centres have converted underutilized tennis courts and hard court areas for skate boarding areas.

### **Implications for Recreation Development in Hanover**

The geographic location of a community, trends in recreation participation, demographic and social changes, and local economic circumstances all have an impact on the way a community develops in the future.

Recreation participation patterns are affected by multiple influences that change throughout each stage of the lifecycle. While some activities can be continued throughout one’s life, many activities of children, teens, adults and seniors are age related.

The interest in improved health and wellness will increase demand for local fitness and health facilities. Issues around engaging youth more in fitness activities could be facilitated through better access to school gym facilities and summer access to youth drop-in recreation activities. Interest in hiking, walking and cycling have given rise to the need for trails, pathways and active transportation corridors. In addition, factors such as proximity to major urban centres, supply and quality of facilities, ethnic and cultural diversity and cost of recreation services particularly amongst large families, affect recreation participation in Hanover.

## 3.6 COMMUNITY SURVEY

### Profile of Survey Respondents

The Recreation Master Plan is an RM wide study that examines recreation needs, attitudes, expectations and satisfaction across the RM. The RM of Hanover has a population of over 14,000 living in 5,910 dwellings in the community. The methodology chosen for the community need assessment was to conduct a mail-out/mail-return survey to a random selection of 800 households across the RM. This approach was selected because it is an economical means by which to collect information from a representative sample of the community that can be applied or generalized across the community. The profile of survey respondents is relatively similar to the actual population profile of Hanover in terms of age distribution, place of residence, gender, income and household size, allowing the results to be generalized to the population.

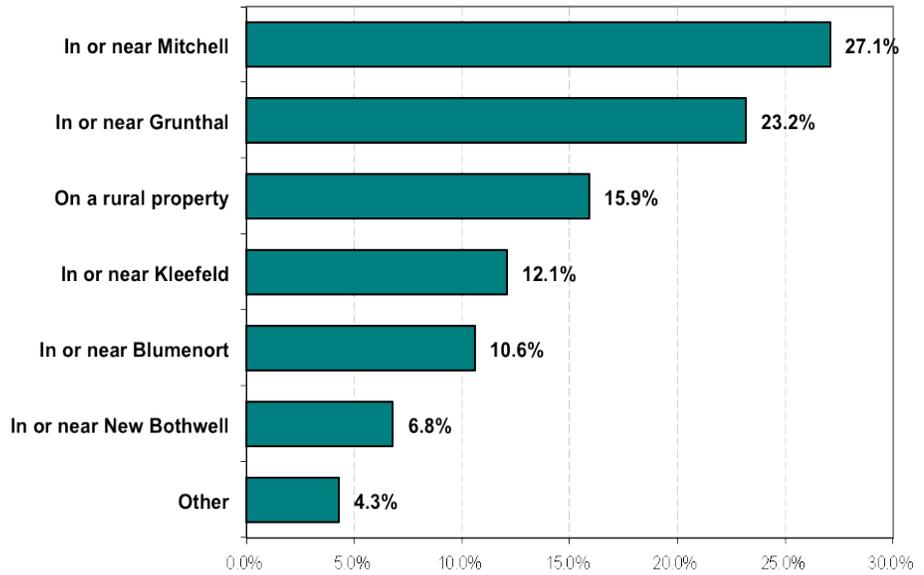
The response to the community survey was very good. Of the 800 surveys distributed on April 3, 2013, 216 were completed and returned representing a 27% response rate. A sample size of 216 represents a margin of error of plus or minus 7% at the 95% confidence level.

The survey was one of a number of community engagement strategies to gather information and engage the public. In addition to the survey, a project steering committee provided oversight to the process, interest group interviews and focus groups were conducted with community recreation groups, meetings were held with the community centre boards and recreation associations, and a public meeting was held at draft report stage to test ideas and gather feedback related to the proposals outlined in the report.

The largest proportion of the surveys was returned from in or near Mitchell, and Grunthal (Figure 3.7) areas which are also the largest population centers. The overall response was representative of the percentage population levels of the urban centres with the exception of Blumenort that has the third highest population (1403) but only generated 11% of the survey returns.

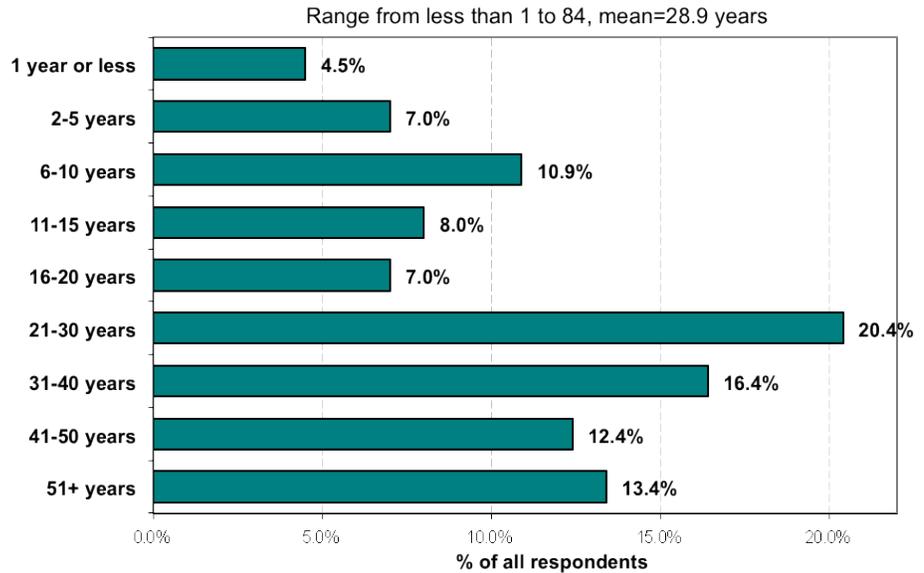
Of the nine respondents who specified “Other” as their residence, four indicated that they lived “near Steinbach”, three were “near Sarto”, and the other two respondents indicated that they lived in or near Friedensfeld or Randolph. Another nine respondents did not identify any place of residence.

**Figure 3.7** Region of the RM of Hanover

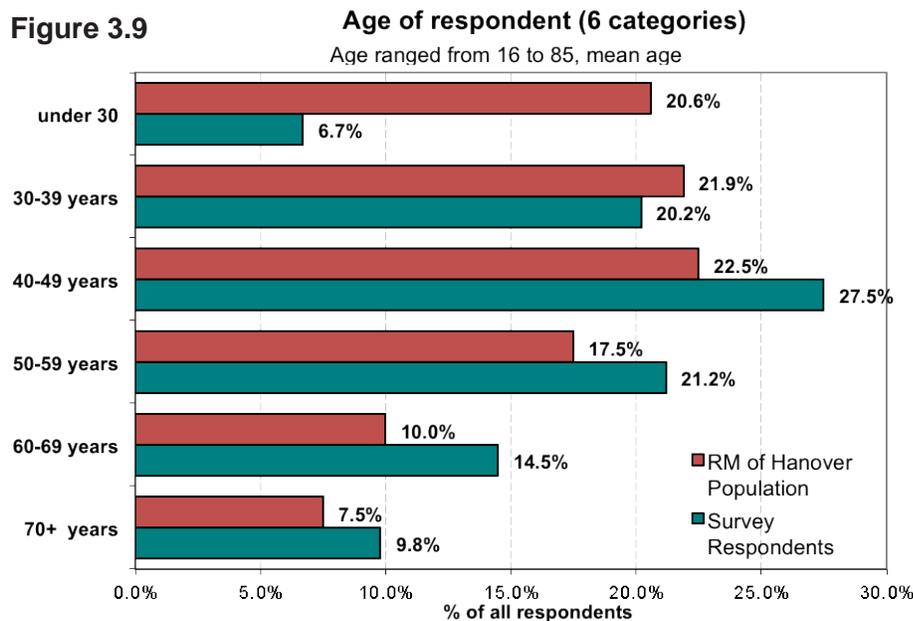


Respondents to the survey were, for the most part, long-term residents of the RM and as a result, new comers were somewhat underrepresented in the study. Most of the respondents (62.6%) had lived in the RM of Hanover for at least 20 years, and one in four respondents had lived there for more than 40 years. Only about one in nine respondents were new to the area, living there for less than five years (Figure 3.8).

**Figure 3.8** Number of years living in RM of Hanover



The average age of the respondents was 48.8 years, ranging from 16 to 85 years old. The largest proportion of the respondents was in the 40 to 49 year range (27.5%) (Figure 3.9). The group of survey respondents is older than that of the general adult population of the RM of Hanover; whereas in the general population 42.5% of the adult population is under the age of 40, this group makes up only 26.9% of survey respondents. Almost one-half of the survey respondents (45.5%) were over the age of 50, though in the general population only about one-third of the population (35%) were 50 or over at the time of the 2011 Census (Statistics Canada, 2011). Slightly over one-half of the survey respondents (52.9%) were female, which is similar to that of the general RM of Hanover (49.2%) (Statistics Canada, 2011).



The vast majority of the respondents were married (92.7%) (Figure 3.10), and the household composition reflects this reality with three-quarters of the respondents living in households containing two adults, and 21% living in households with three or more adults (Figure 3.11). Across all households there was an average of 2.26 adults in residence. The proportion of married respondents in this survey is much higher than the proportion found in the general population. In 2011, 68.4% of adults living in the RM of Hanover were married compared to 89.3% in the general population (Statistics Canada, 2011).

Figure 3.10

Marital Status of Respondent

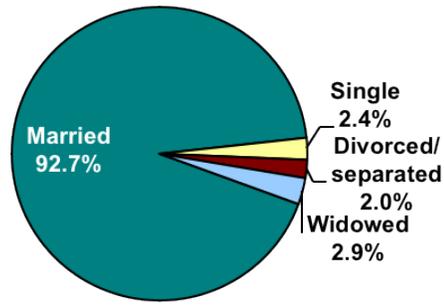
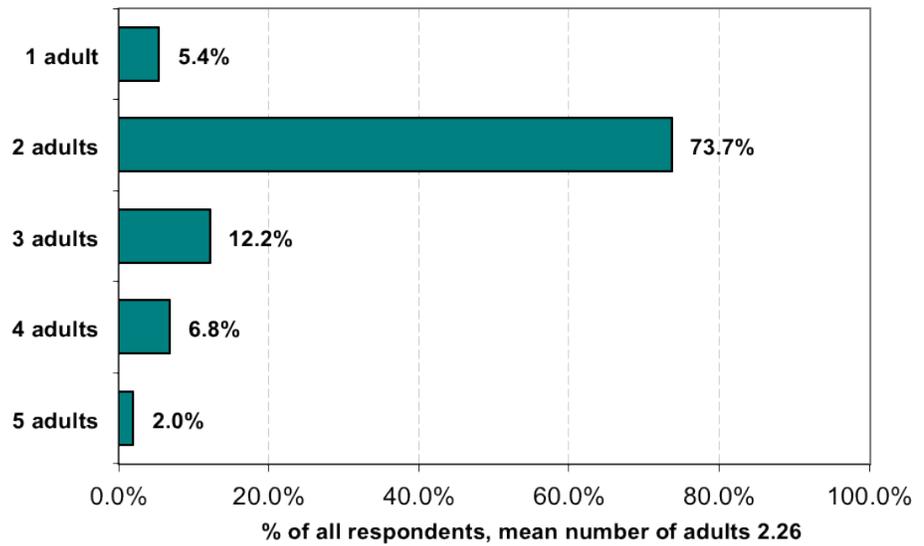


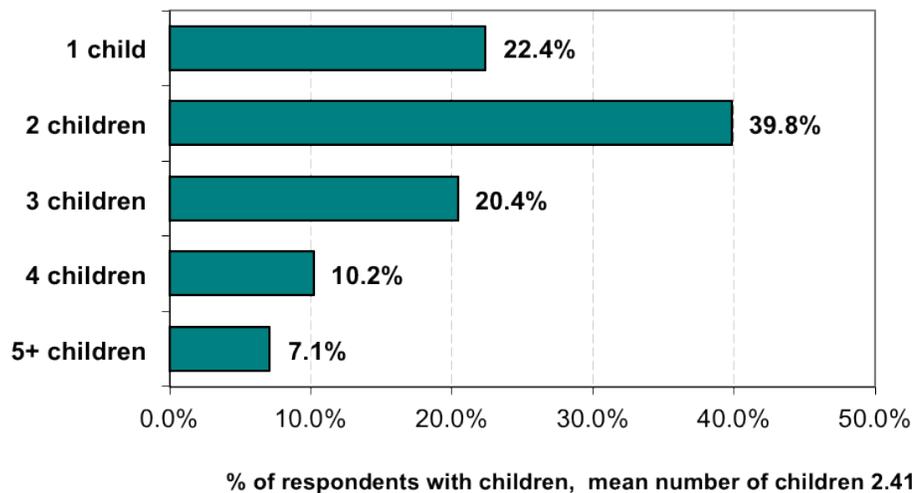
Figure 3.11

Number of adults in household



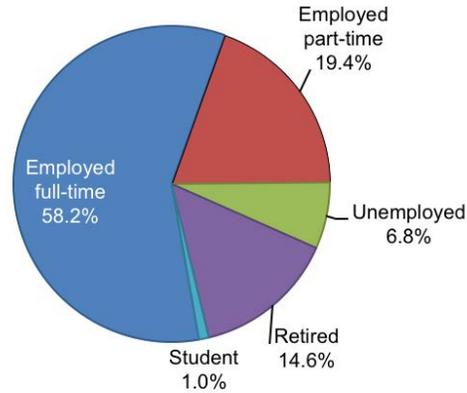
Slightly less than one-half of the respondents lived with children under the age of 18 (47.8%). Of those households that contained children, two in five (39.8%) had two children, and the average number of children was 2.41 (Figure 3.12).

Figure 3.12 Among households with children, number of children



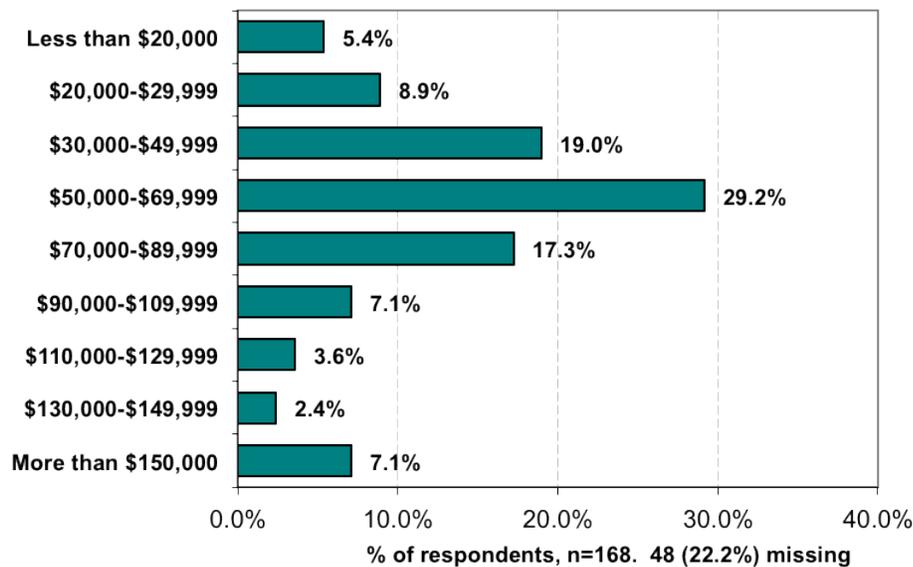
The majority of survey respondents was employed, either full-time (58.2%) or part-time (19.4%). About one respondent in seven was retired (14.6%) (Figure 3.13).

**Figure 3.13 Employment Status of Respondent**



Almost one-third of the households reported an average household income of between \$50,000 to \$69,999 per year, although it should be noted that almost one-quarter of the respondents did not choose to identify their household income (Figure 3.14). There was a significant positive correlation between income and household size.

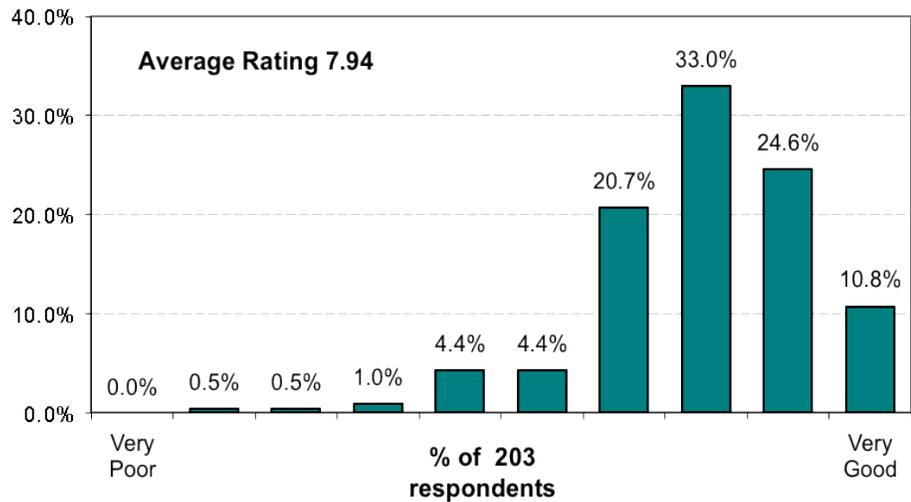
**Figure 3.14 Total Annual Household Income**



### Perception of Life in the RM of Hanover

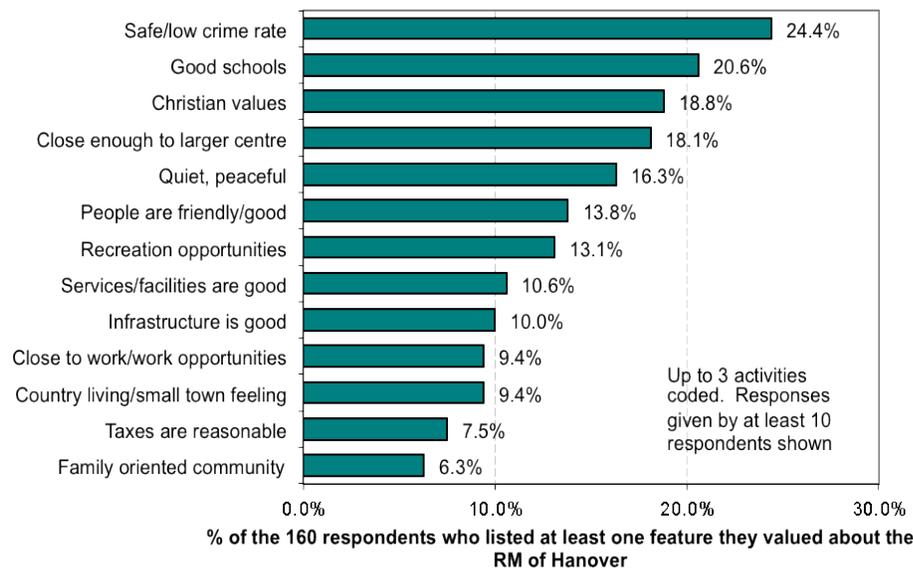
A large majority of the survey respondents were very satisfied with the overall quality of life that they experience living in the RM of Hanover. On a scale of one to ten, with ten being 'very good' quality of life, respondents gave an average rating of 7.94 (Figure 3.15). Two-thirds of the respondents gave a rating of 8 out of 10 or higher. Ratings were consistent across gender, age, income and length of time living in the area.

**Figure 3.15** Rating of Overall Quality of Life in the RM of Hanover



Top amongst the qualities of the RM of Hanover that respondents valued was the sense that it was a safe community and relatively free of crime (24.4% of respondents). Many of the respondents recognized that the area reflected the strong Christian values held by many of its residents (20.6%), and that the schools in the area were of good quality and supported the beliefs and values of the residents (18.8%). The importance of recreation was about seventh on the list of values related to quality of life in the community. Respondents felt that they were close enough to larger urban centres such as Steinbach and Winnipeg (18.1%), yet the area was still quiet and peaceful (16.3%). The values mentioned by at least 10 of the respondents are shown in Figure 3.16, and a full list of values can be found in Appendix C.

**Figure 3.16 Characteristics of the RM of Hanover that residents value**

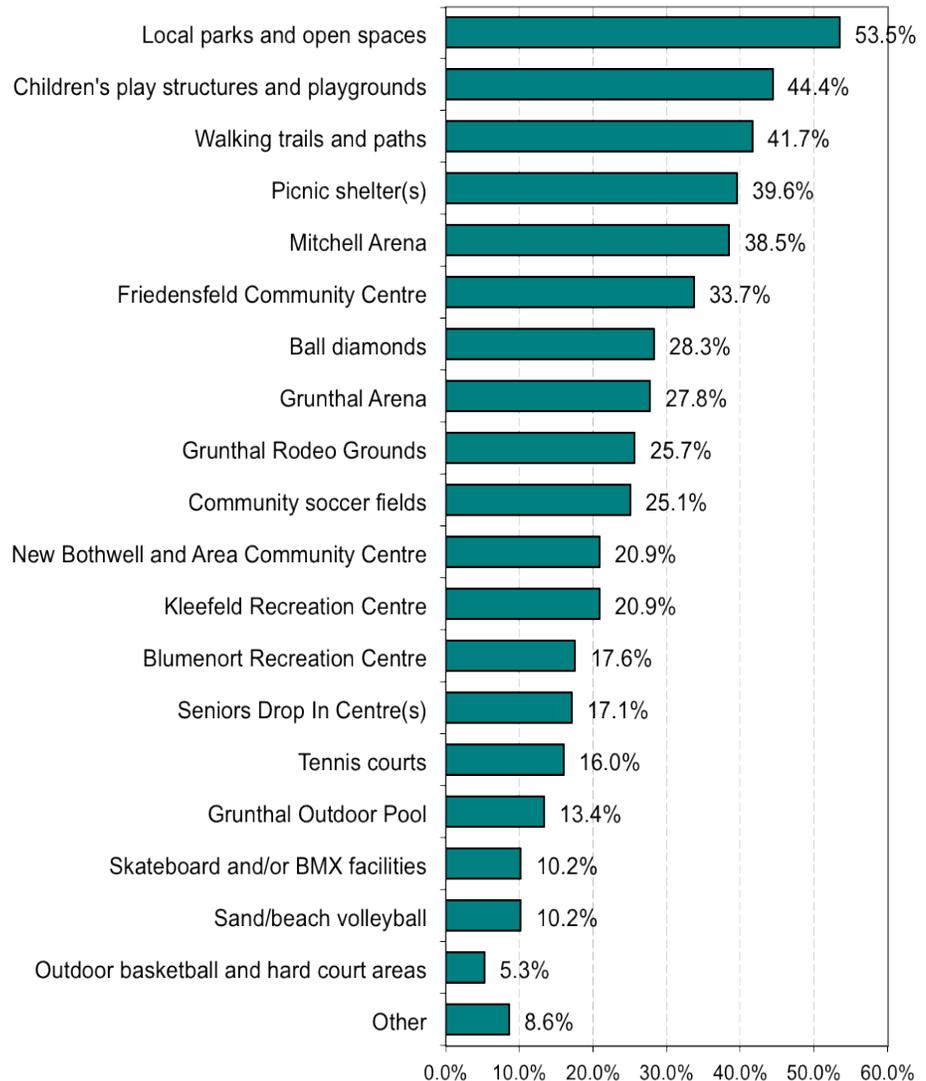


### Use of Current Recreation Facilities

The majority of survey respondents indicated that they, or members of their household, had used the recreation or park facilities in the RM of Hanover within the past year. Eight out of nine respondents (89%) had used at least one facility; of the 20 facilities listed, these respondents had used between one and 13 facilities, with an average of 5.0 facilities used.

Respondents in households that contained at least one child were more likely to report that they used facilities (94.9%) than households without children (86.3%). Younger respondents were more likely to use recreational facilities; the average age of those who used at least one facility was 47.8 years, compared with an average age of 57.2 years for those who did not use any recreation or park facilities. Among those respondents who used at least one facility, the percentage of respondents who used each of the facilities in the area is shown in Figure 3.17.

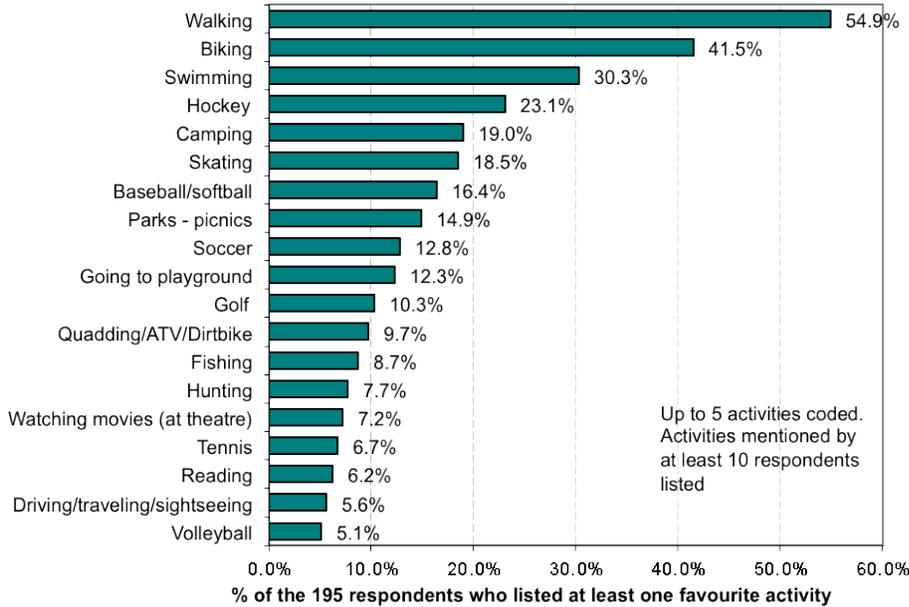
**Figure 3.17** Among those who used at least one facility, % of respondents using each facility



Among the “Other” facilities mentioned by the respondents were facilities in Steinbach, such as the pool and curling club, and the Sarto Hall.

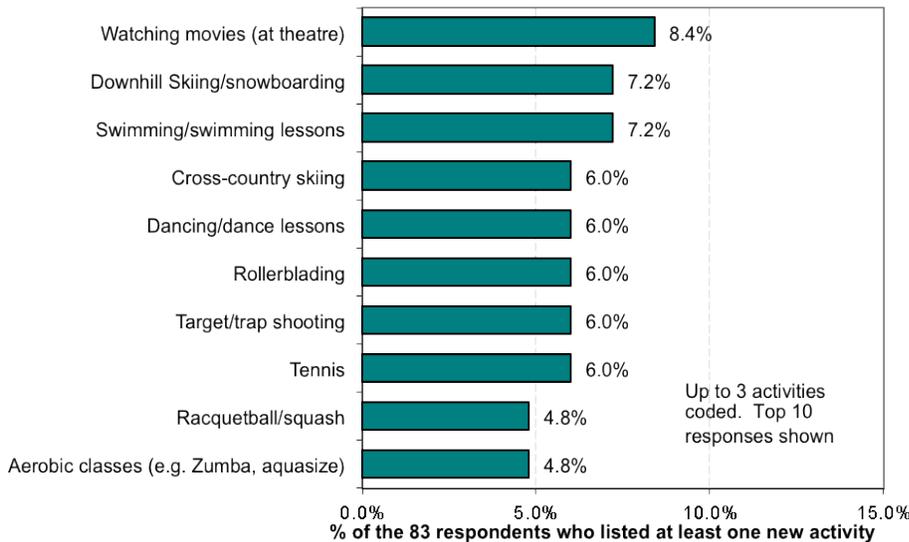
The survey respondents reported that the members of their households participated in a wide range of recreation and leisure activities. The most popular activity mentioned was walking (54.9% of respondents), followed by biking (41.5%) and swimming (30.3%). Hockey (23.1%) and skating (18.5%) were also enjoyed by many of the respondents. Respondents were asked to list up to five favourite activities, and the activities mentioned by at least 10 respondents are shown in Figure 3.18. A full list of activities can be found in Appendix C.

**Figure 3.18 Favourite Recreation/Leisure Activities of Household Members**



Fewer of the survey respondents listed activities that they, or members of their household, were not currently doing but would like to try. Only about two out of five respondents (38.4%) listed any new activities. The most frequently-mentioned activities were watching movies in a theatre (mentioned by seven of the respondents, or 8.4% of those who had listed activities), swimming or taking swimming lessons, and downhill skiing or snowboarding (each mentioned by six respondents). The ten most-frequently mentioned activities are shown in Figure 3.19, and a full list of activities is in Appendix C.

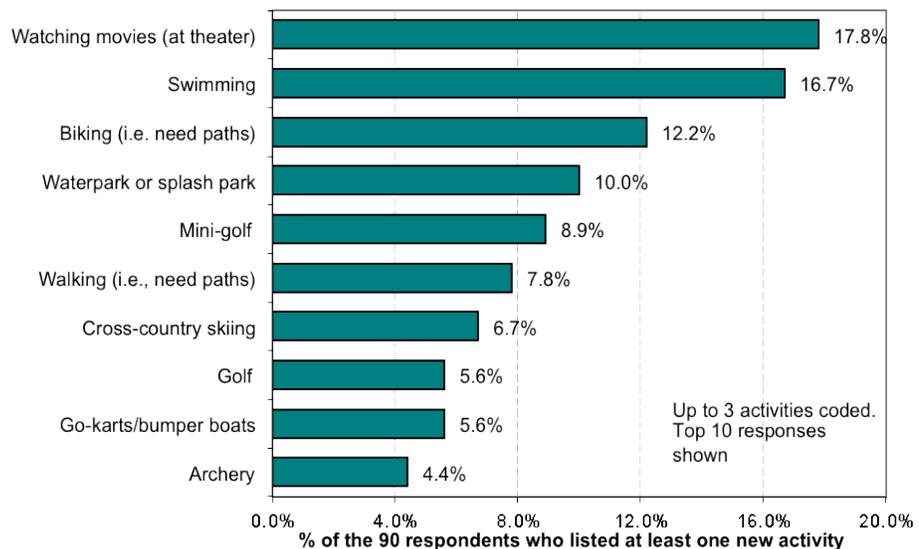
**Figure 3.19 New Recreation/Leisure Activities that Household Members would like to try**



About two out of five respondents (41.7%) indicated that there were activities that they currently did in other communities, but that they would like do in the RM of Hanover if the facilities or programs existed there. Female respondents (52.8%) were more likely than male respondents (30.2%) to mention an activity their family would prefer to do in the RM of Hanover. Three-fifths (61.2%) of respondents who had children living in their household mentioned at least one activity, compared to only 27.1% of those without children in their homes. Younger respondents were more likely than older ones to list an activity they would prefer to do closer to home (mean age 44.2 years for those mentioning an activity, compared to 52.3 years). Familiarity with the current recreation and leisure facilities also affected whether the respondents listed an activity. The respondents who listed at least one activity had previously indicated that they has used on average 5.48 facilities in the past year, compared with an average of 3.48 among those who did not mention an activity they would like to do in Hanover. Those who mentioned an activity also rated the overall quality and supply of recreation and leisure facilities lower (mean rating=6.63) than did the respondents who did not mention any activities (mean rating=7.37).

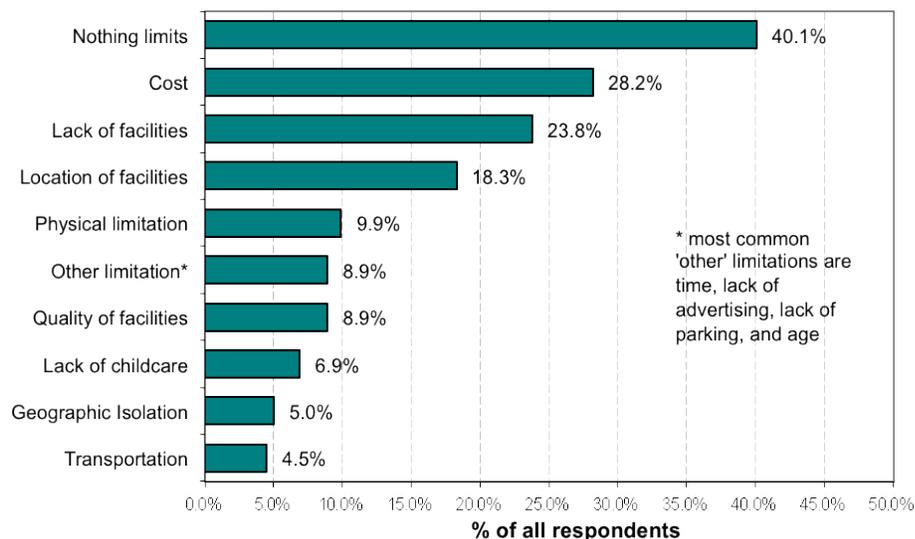
Of the activities that were mentioned, watching movies in a theatre (16 respondents, or 17.8%) and swimming (15 respondents, 16.7%) were mentioned most frequently. The ten most-frequently mentioned activities are shown in Figure 3.20, and a full list of activities can be found in Appendix C.

**Figure 3.20 New Recreation/Leisure Activities that Household Members would like to do in the R.M. of Hanover**



Over 40% of the respondents felt that nothing prevented them, or members of their family from participating in recreation or leisure activities in the RM of Hanover (Figure 3.21). For others, the cost of the programs/facilities (28.2%) is a significant barrier and the lack of facilities (23.8%) was also seen as a barrier to participation. Very few of the respondents were held back from participation due to transportation, physical limitations or lack of childcare. Among the “Other” barriers mentioned by the respondents were a lack of time or having other commitments, a preference for doing things at home with their family, and lack of awareness of the activities that are available.

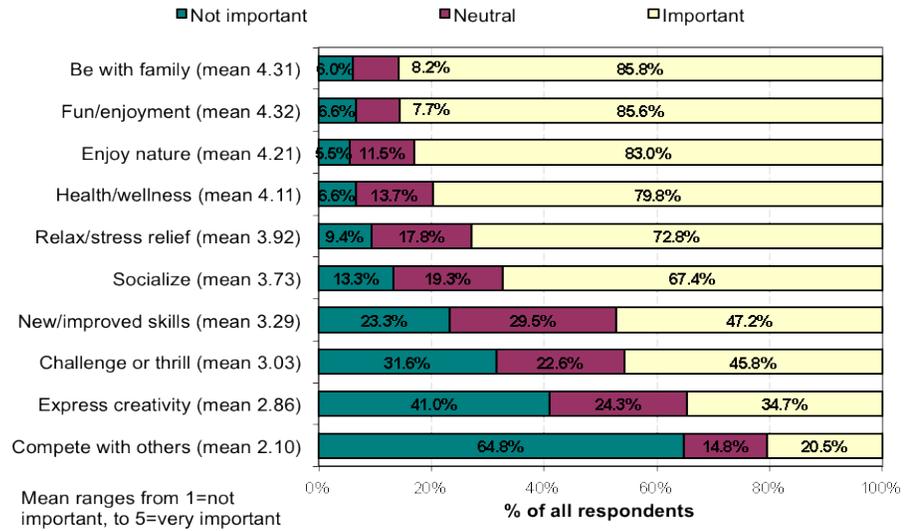
**Figure 3.21 Limitations to recreation/leisure participation**



Respondents who indicated that their participation in recreation or leisure activities was limited due to cost, the lack of facilities and the location of the facilities were more likely than those not reporting these barriers to have mentioned at least one activity that they currently do in other communities but would prefer to do in the RM of Hanover, if the program and facilities existed.

When asked about the factors that motivate the respondents to participate in recreation and leisure activities, spending time with family, having fun and enjoying nature were the primary reasons for participation. The least important reason for participating in recreation activities was to compete with others with only one-fifth of the participants placing importance on that factor (Figure 3.22).

**Figure 3.22 Reasons for participating in favourite recreation/leisure activities**



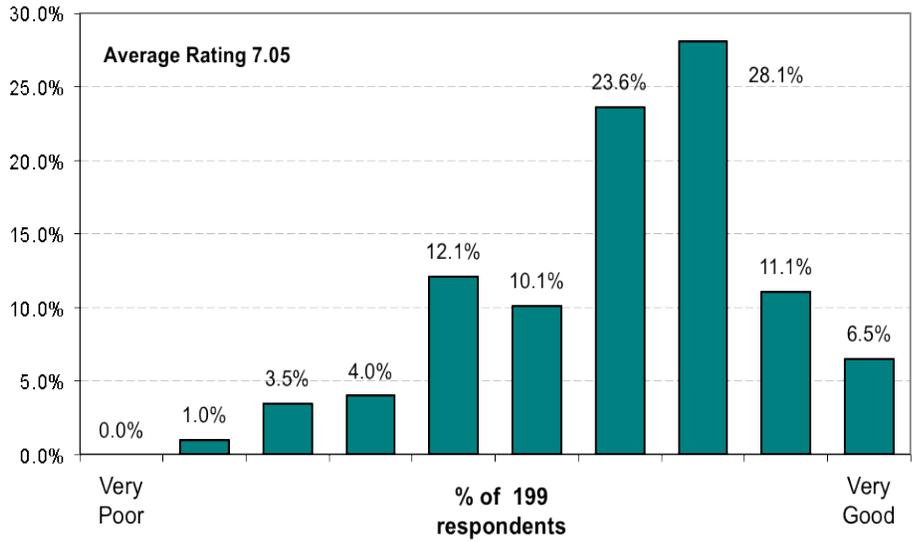
The importance of these variables was dependent on some respondent characteristics. Female respondents placed more importance than did male respondents on participating in recreation to gain new or improved skills or knowledge. Compared to older respondents, younger respondents placed more importance on recreation to have fun, to gain new or improved skills, to experience a challenge or thrill, to enhance health and wellness, and to be with family. Respondents with children in their household placed more importance on having fun, gaining new or improved skills, experiencing a challenge or thrill, expressing creativity, relaxing, and spending time with family than did those without children. Higher ratings of the overall quality of life experienced in the RM of Hanover was related to greater importance placed on socialization, and on enhancing health and wellness.

On all ten of the factors listed, there was a positive correlation between the number of recreation and park facilities that the respondent and their family have used in the RM of Hanover, and the importance of each of the factors.

### Satisfaction with Current Recreation and Park Facilities

The survey respondents were reasonably satisfied overall with the supply and quality of the recreation and parks facilities currently available in the RM of Hanover. On a scale of one to 10, where 10 meant “very good”, respondents gave an average rating of 7.05, with the most frequent rating an 8 out of 10 (Figure 3.23).

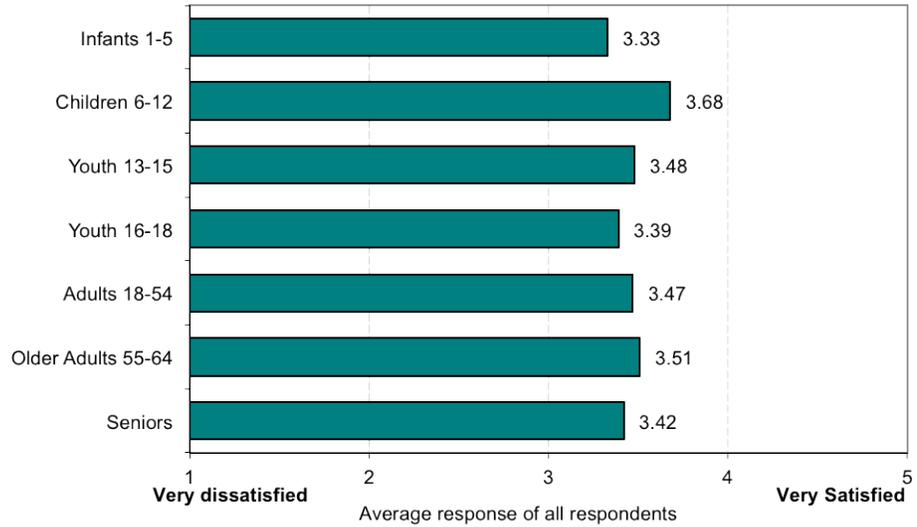
**Figure 3.23 Satisfaction with the supply and quality of recreation and parks facilities in the RM of Hanover**



The rating given to the quality of the current recreation and parks facilities was positively correlated with the respondents' rating of overall quality of life in the RM of Hanover. Respondents living in households with children gave a lower average rating (average rating=6.76) than households without children (average rating=7.27). However, overall satisfaction was not related to other factors such as the frequency of use of the facilities, income, gender or age.

When asked to consider their satisfaction with the existing recreation and leisure opportunities for individuals in various age groups, respondents were frequently unable to give a response, particularly for age groups outside their own. For instance, 152 of the 216 respondents rated their satisfaction with opportunities for adults aged 18-54 years, but fewer than 100 were able to rate their satisfaction with the opportunities for infants, older adults (55-64 years) or seniors (aged 65 and older). Among those who did offer ratings, the average ratings were relatively consistent across the age groups (Figure 3.24). Generally, the oldest survey respondents tended to give the most positive ratings in each of the age categories with the exception of that of opportunities for senior citizens, in which the youngest survey respondents rated the opportunities most positively.

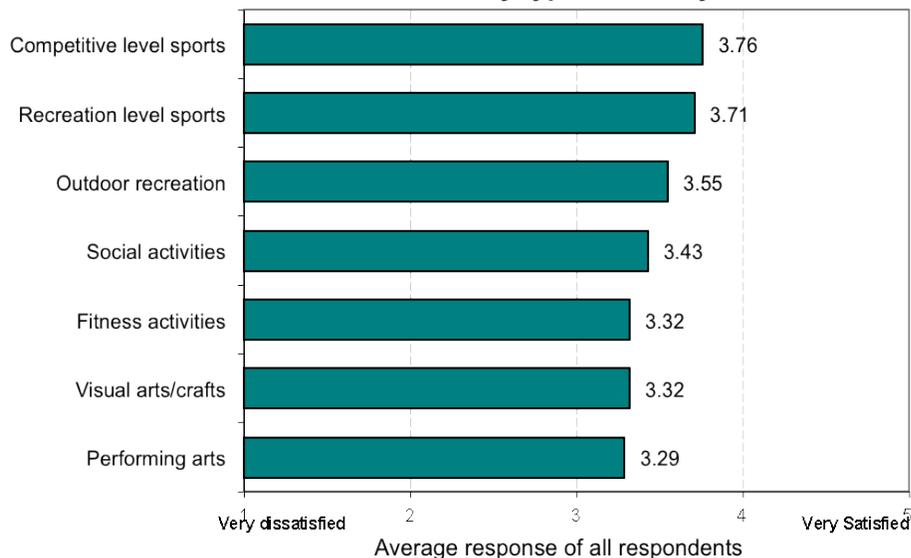
**Figure 3.24 Satisfaction with current recreational/leisure opportunities in the RM of Hanover, by age group**



Respondents were better able to rate the various categories of recreation and leisure opportunities, more so than the opportunities for specific age groups. Of the 216 survey respondents the number who provided a rating for categories of opportunities ranged from 103 (for visual arts and crafts) to 169 (for special events and festivals). Once again, there was consistency across the categories, with the lowest average ratings given to visual and performing arts and fitness-related activities, and the highest ratings given to special events/festivals, competitive and recreation-level sports (Figure 3.25).

The ratings given were also consistent across respondent characteristics. There were no differences in the ratings given for any of the categories of recreation or leisure opportunities based on gender, age, income, length of time living in the area, or use of the current facilities. However, respondents living in households that contained children gave poorer ratings to opportunities for competitive-level sports, social activities and outdoor activities than did those who did not have children living in their house.

**Figure 3.25 Satisfaction with current recreational/leisure opportunities in the RM of Hanover, by type of activity**



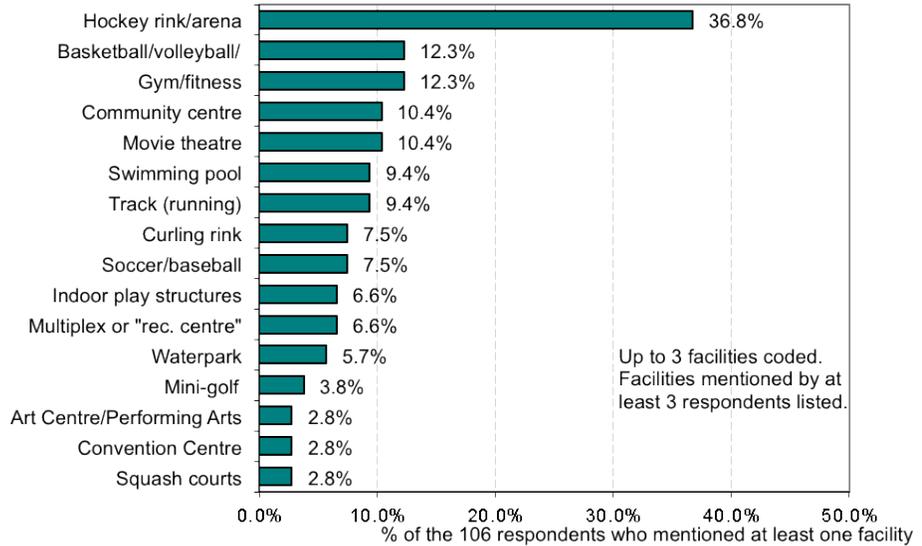
**Perceived Need for New and Improved Recreation Facilities**

Survey respondents were divided on whether new, improved or expanded indoor recreation facilities were needed in the RM of Hanover. Exactly 50% of the respondents felt that new facilities were needed, and 50% did not.

When asked to specify what facilities needed to be added or improved, the most popular response was hockey rinks/arenas, mentioned by 39 individuals or 36.8% of the 106 respondents who offered suggestions (Figure 3.26). In some cases, individuals suggested that new or replacement hockey rinks should be built, while others mentioned features of existing rinks, such as lockers and concession areas, where improvements could be made.

The next most-mentioned facilities were gyms or fitness areas (12.3%) and areas where open-court sports could be played such as basketball, volleyball and badminton (12.3%). Other ideas included a movie theatre, community centre, swimming pool, running track, curling rink and indoor soccer/baseball. The facilities mentioned by at least three individuals are shown in Figure 3.26, while a list of all the suggestions can be found in Appendix C.

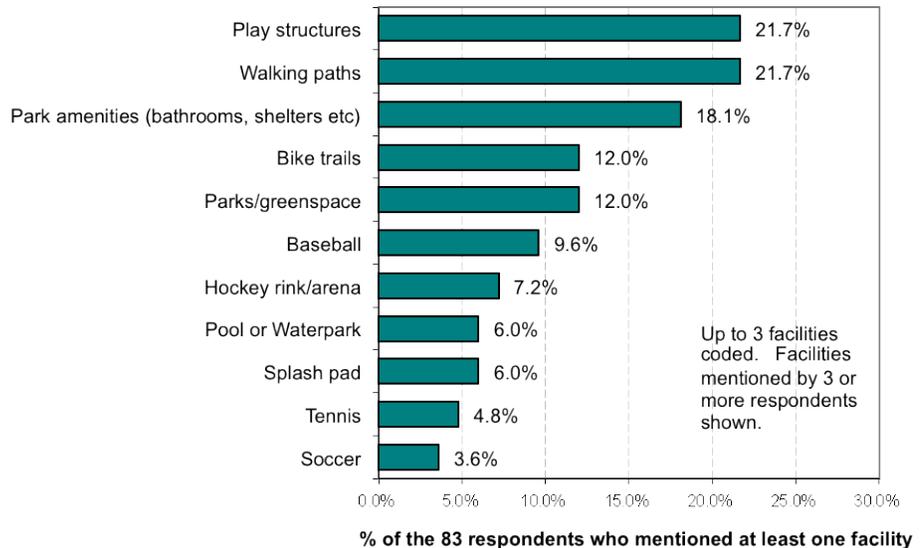
**Figure 3.26 New, improved or expanded INDOOR recreation or leisure facilities needed**



Fewer survey respondents supported the idea of new, improved or expanded outdoor recreation facilities. Just over one-third of the respondents (38.2%) felt that new or improved facilities were needed.

One of the most frequently-mentioned outdoor improvements was play structures, in area parks or school yards (Figure 3.27). About one-fifth of the 83 respondents who suggested improvements felt that new walking paths were needed, and 12.0% felt that biking paths should be expanded. One in eight of these respondents mentioned the need for new or expanded parks or greenspace, and 18.1% mentioned amenities that could be added to existing parks such as lighting, picnic/barbeque areas and washrooms.

**Figure 3.27 New, improved or expanded OUTDOOR recreation or park facilities needed**

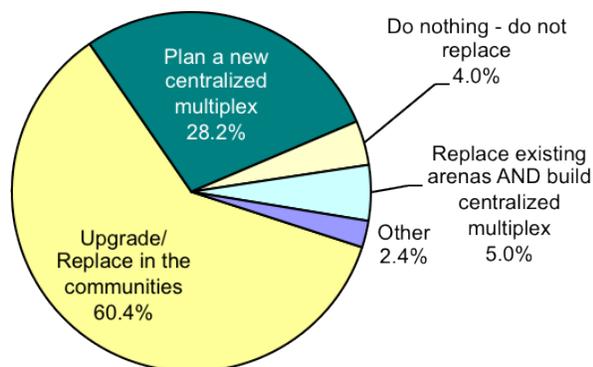


The full list of indoor and outdoor recreation development suggested by the respondents can be found in Appendix C, along with a break-down of the development suggestions by community.

For both indoor and outdoor facilities, women were more likely than men to suggest that new, expanded or improved facilities are needed (56.6% vs. 42.1% for indoor, 45.3% vs. 31.6% for outdoor). Younger respondents, particularly those under the age of 50, were more supportive of both indoor and outdoor facility development than were older respondents. Respondents from households that contained children believed that the RM of Hanover should improve their indoor (63.9% vs. 38.7%) and outdoor (58.8% vs. 21.7%) facilities more than those without children. For both types of facility development, those in favour of the development reported using more of the current facilities, and rated the overall quality and supply of those services more poorly, than those who were opposed to the development. Finally, the respondents who had listed activities that they, or members of their household, participated in elsewhere but would prefer to do closer to home were more supportive of indoor (66.7% vs. 37.7%) and outdoor (64.4% vs. 18.9%) recreational development than were the respondents who did not list any such activities.

In addition to suggestions for new, improved or expanded recreation development, the respondents were asked specifically what they felt should be done when the aging community centres and areas located in communities within the RM of Hanover required major renovations or replacement. The majority of the respondents (60.4%) felt that the facilities should be repaired or replaced, as necessary within their existing communities (Figure 3.28). About one-third of the respondents felt that the smaller facilities should be replaced with a new, larger, centralized multiplex facility (28.2%), or that this new facility should be built in addition to upgrading existing local facilities (5.0%).

**Figure 3.28 Favoured Option for Renovating or Replacing Aging Indoor Arenas**



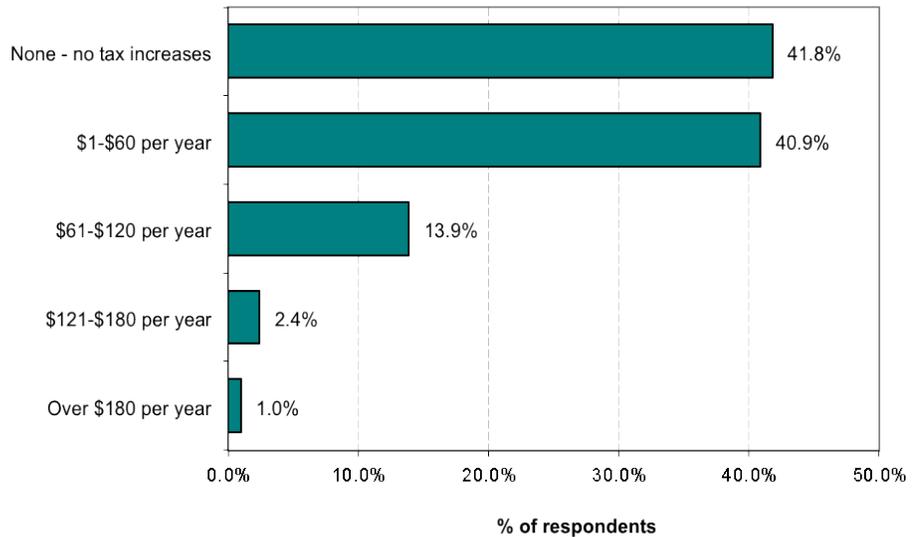
Respondents in the 30-49 year age group (46.2%) were more likely to support the construction of a new centralized multiplex than were younger (23.1%) or older (22.2%) respondents. The respondents who supported the multiplex had lived in the area a shorter length of time on average (23.6 years) compared to those who did not support the multiplex option (30.9 years).

Those respondents who felt that new, improved or expanded indoor and outdoor recreation facilities were needed in the RM of Hanover were likely to support the construction of a multiplex rather than renovations to existing facilities. There was also a connection with perceived overall quality of the existing recreation facilities, with the respondents in favour of a multiplex rating the existing facilities more poorly than those who did not support the multiplex (average rating 6.70, versus 7.22).

**Financing Recreation and Parks Development**

Although some of the survey respondents were receptive to the development of recreation and parks facilities in the RM of Hanover, it was clear that few of the respondents would welcome a sizeable increase in their local taxes to pay for this development. Respondents were informed that, currently, a house with an assessed value of \$250,000 pays \$115 of the municipal portion of property taxes towards recreation and parks services in the RM of Hanover. When asked how much more they would be willing to pay if improved or expanded recreation and parks facilities were developed, 41.8% stated that they were not willing to accept ANY increase in taxes. A similar proportion of the respondents (40.9%) were willing to accept a minimal increase (Figure 3.29).

**Figure 3.29** Amount of additional taxes for new/improved recreation and parks facilities



Female respondents (68.6%) were more likely than male respondents (49.5%) to express a willingness to pay additional tax dollars for recreation development. While three-quarters of the respondents (76.9%) under the age of 30 were willing to accept a tax increase, only 12.5% of the respondents aged 70 and older were willing to do so. The respondents with children in the house (73.2%) were much more willing to pay for additional recreation development than were those without children (48.5%). Respondents from households with higher annual household income were more willing to accept a tax increase than lower income respondents. Willingness to pay additional taxes to cover recreation and parks development was also related to whether the respondent's family had used current facilities in the RM of Hanover (62.8% willing, compared to 21.1% for those who had not used any facilities). The respondents who had listed activities they would like to do in the RM of Hanover if the facilities and programs were offered were more willing to pay additional taxes (73.3%) than those who did not list any activities (46.6%). The respondents who felt that new, improved or expanded indoor (82.9%, vs. 33.0%) and outdoor (81.3%, vs. 43.8%) facilities were more willing to accept a tax increase for recreational development than those who did not think such facilities and improvements were needed.

### **Overview and Implications**

The key issues raised in the survey suggest that people enjoy a high quality of life and make significant use (89%) of public recreation facilities. Most frequently used facilities are parks, playgrounds, trails and picnic shelters. In addition, they are highly satisfied with the current quality and supply of recreation facilities and are also satisfied with the variety of recreation programs and the supply of recreation opportunities across all age groups.

There is mixed support (50%/50%) for any new indoor recreation facilities and less support (40%) for new and improved outdoor facilities. When probed, arenas, basketball/volleyball and community centres and fitness facilities were the most often mentioned indoor facilities, and playgrounds, trails, and pathways and park amenities were most mentioned outdoor facilities. The survey probed to learn more about the long-term future of aging indoor arenas. The vast majority of respondents prefer to upgrade or replace arenas in their current location rather than build new in a centralized location to serve the RM. There is also limited interest in tax-funded support for new and/or improved facilities and cost is a factor in the ability of residents to use organized recreation programs and facilities. In addition to the tabulated responses, residents made numerous comments expressing their interest values and opinions that can be found in Appendix D.

In summary, the community uses existing facilities and programs extensively, and is relatively satisfied with services and does not favour any large-scale tax supported development of new and improved facilities. This implies a go slow approach to new facility development that should be carefully planned in consultation with local residents.



A man in a light-colored t-shirt is shown in profile, playing a banjo. He is positioned on the left side of the frame. The background is a blurred outdoor festival scene with many people sitting on the grass and standing around. A white tent is visible in the distance. The overall atmosphere is bright and sunny.

SECTION IV |

# RECREATION MASTER PLAN OVERVIEW



# IV RECREATION MASTER PLAN OVERVIEW

## 4.1 INTRODUCTION

The purpose of the recreation master plan is to identify all issues that affect the successful delivery of recreation services in the RM of Hanover and design appropriate strategies to address these issues now and over the long-term future. In this regard, the master planning process is essentially a problem solving approach to improved service delivery that takes into account the vision and aspiration of the community and the social, structural, economic and political capacity of the community to implement planned change.

There is a direct relationship between the supply and quality of recreation services in a community and the attitudes and expectations of the public; the policies and practices that guide service delivery; and the availability of adequate resources to meet expectations. A master plan, then, addresses all aspects of the service delivery system including the supply and quality of recreation services (facilities and programs); the organization of the service delivery system; and the public resource allocation policies and practices that support recreation development in the community.

The section that follows outlines the key issues affecting the delivery of community recreation services in the RM of Hanover and proposed solutions and strategies designed to meet the expectations of the community and maintain the high quality of services to which they have become accustomed.

## Issues and Challenges

The community survey completed as part of the research and data collection for this study, confirmed that most residents are highly satisfied with the quality of life (rating of 7.9 out of 10) in Hanover and are currently satisfied with both the supply and quality of recreation programs and facilities in the community. Additionally, the consultation process identified a number of issues and challenges that, if addressed, would improve the long-term delivery of recreation services in the RM of Hanover and maintain the level of satisfaction that currently exists with these services. Following is a summary of the key concerns and issues:

1. Governance model for recreation administration and community centres
2. Funding model and grant policy for community centres
3. High expectations, complex issues, increased responsibilities and high expectations placed on community centre boards
4. Aging recreation infrastructure
5. Funding support and priorities for new capital development
6. Volunteer burnout and decline of volunteer participation
7. Impact of immigration, community growth and young population
8. Competition for resources between the five urban community centres in Hanover
9. Proximity to Steinbach and Winnipeg
10. Perception that recreation is a low priority within the RM of Hanover
11. Limited relationship with the school division and availability of school facilities
12. Limited support amongst community residents for tax supported recreation development

## 4.2 STRATEGIES FOR RECREATION DEVELOPMENT IN THE RM OF HANOVER

The section that follows addresses each of the above issues within the framework of a recreation master plan and identifies the principles, strategies, priorities and resources necessary to improve recreation services now and over the long-term future in the following areas:

1. Recreation facility and open space development strategy
2. A model for governance and recreation service delivery
3. Financial model for community centre operation

### **Recreation Facility and Open Space Development Strategy**

The RM of Hanover has an excellent supply of both indoor and outdoor recreation facilities and amenities. The community has expressed satisfaction with both the supply and quality of recreation facilities in the community and the present number of facilities appears to meet the demand for services. As the community grows and facilities age, it will be important to monitor supply and quality to ensure that facilities continue to meet the needs of the community over the long-term.

The process for assessing long-term needs and establishing a facility strategy involved: assembling an inventory of indoor and outdoor facilities and open space in the RM; assessment of demand for and use of current facilities; a review of trends that might affect facility needs now and in the future; comparative standards for service provision in communities with a similar profile; and an assessment of the financial implications associated with new or improved facilities, open space and services in the community. The data collected in the course of this study highlighted a number of issues to be addressed in maintaining current recreation infrastructure and developing appropriate service improvement strategies.

Facility and open space standards also play a role in defining the scope and scale of the recreation and park system to ensure that development decisions are cost effective and sustainable over the long-term. Following is a description of the policy framework, standards, values and principles that guide the public recreation system that have been modified and adapted from the RM of MacDonald Master Plan, 2011.

## **Facility Planning Framework, Hierarchy and Service Levels**

Local governments operate within a broader community recreation system involving the public, non-profit and private sectors. This dynamic system is driven by local market demand, economics and the service motives of each of the sectors. The public sector has limited resources to meet all the demands in the community but it can leverage its resources by establishing creative partnerships with the non-profit and private sector.

The RM of Hanover has been successful in nurturing cooperative relationships with community centres and other non-profit organizations in the development of recreation and parks services. While there are relatively few private sector entities in the RM, opportunities to engage this sector in the cooperative development of recreation services and sponsorship assistance have been pursued with some success, particularly at the urban district level.

### *Role and Responsibility of Local Governments*

The role that local governments play in service delivery is driven by a number of factors including basic human needs, public demand and the availability of resources. When resources become limited, local governments look first to meeting their basic core service requirements and then to creative partnerships to meet other important needs in the community.

### *Core Facilities, Programs and Services*

The municipality plays a leadership role where significant public good is achieved by the provision of certain services. These are typically parks, facilities and services that directly or indirectly benefit the community as a whole and provide a basic (core) service to target underserved populations or contribute to the overall quality of life in the community. These are facilities and services that the private and non-profit sectors are unlikely to provide because of economic and/or market limitations. Examples of these are community halls, athletic fields, playgrounds and community clubs.

### *Partnership Facilities, Programs and Services*

Partnership facilities, programs and services are those that provide some indirect benefit to the community but are more likely to benefit the user more directly. These are facilities or services where demand may be relatively limited or where the non-profit or private sector is more likely to play a role. Leadership in the development of partnership facilities comes from community groups or organizations and the local government can play a supporting role relative to the degree of public good created by the service. Examples in the RM of Hanover would be the facilities managed by the Ag Society and the Friedensfeld Community Centre.

*Non-Core Facilities, Programs and Services*

Non-core facilities are those that are beyond the scope of local governments, almost exclusively providing a direct benefit to the users, with limited general public good. There may be adequate public access to similar facilities in the community or they may target a very small sector of the overall population with service levels beyond the scope of local governments. Leadership should come from the private sector with local governments encouraging the development and playing a supporting role. This is the case with private golf clubs, movie theatres and other entertainment venues.

**Service Levels**

The quality of a desired service (facility, park or program) is affected by the level of planned activity (beginning/expert), age of participants, safety requirements and service standards required by regulatory authorities. For the purposes of this master plan, three levels of facility and open space development are appropriate based on demand, participation levels and population served.

*Regional Municipal-Wide Facilities and Services*

These are major recreation and park facilities that could not economically be provided in every community or neighbourhood and that serve residents from the entire RM. These are usually facilities / parks that serve a critical mass of participants large enough to make them cost effective and practical to operate. They are typically of higher quality, located centrally and comprise a number of activity components to achieve economies of scale, minimize land use and provide a focus for recreation in the overall municipality. Regional parks (Centennial Park), arenas and outdoor pools, are examples of this service level that serve and benefit residents from across the RM.

*Community Facilities and Services*

Community-level services provide a much smaller market focus than municipal-wide facilities and serve populations between 500 - 3,000 people depending on the geographic distribution of the population. These facilities are more modest in their development and typically serve lower age groups and levels of play. They are often the type of facilities and services that need to be provided in closer proximity to users because of the type of activity and the reluctance or inability to travel great distances to access the service.

Community halls, fitness studios, multi-purpose social and activity space, craft rooms, tennis courts, outdoor rinks, picnic areas, walking trails, bike paths and aesthetic parks and athletic fields are examples of this level of service. Typically, use and benefits are confined to local community residents.

*Neighbourhood Facilities and Services*

Neighbourhood facilities typically serve residents in close proximity to their home (1,500 meters) and provide access to basic recreation activities. Often they are informal use sites for “learn-to” or spontaneous recreation activities for younger age groups.

Examples of this level of service are tot lots, pathway links to walking/biking trails, passive parks, hard court games areas, mini soccer and t-ball areas.

The above service levels provide a general overview of the hierarchy of service delivery. Each of these definitions will be expanded in the sections dealing specifically with recreation facility and open space development strategies.

**Applying Guiding Principles to Recreation Facility Planning and Priorities**

When contemplating the development of recreation facilities where public funds are utilized, it is important to ensure that these services focus on providing public good and meet the broadest range of community needs possible in an accessible, affordable and sustainable manner.

To date, recreation facility development has largely been carried out by community centres and recreation associations in the five urban centres with the support of the RM. Whether the RM has direct or indirect (capital / operating grants) responsibility for recreation facilities, the use of public funds for facility development should be based on the values and principles (see Section II) that guide public recreation services. In addition, there are specific principles that should be taken into consideration when the merits of, and funding priorities for, new and improved facilities are contemplated.

The following is a summary of the policy and principles that apply to facility development and a proposed model for assessing the extent to which new projects achieve these principles.

**Facility Grant Priority Policy**

The use of public funding for facility development and improvements should be directed toward projects that represent the highest need in the community and contribute to broadly based recreation service objectives and achieve public good. In this regard, the first test is to ensure projects under consideration are justified on the basis of their urgency.

## **Priority Based on Urgency of Project**

1. Risk Management and Mitigation: projects that improve the safety of the facility for participants and users and improve the security of the facility
2. Life Cycle Factors: projects that protect and extend the anticipated life expectancy of the facility
3. Immediacy of Project: projects that would cause a services to be withdrawn or a facility to close
4. Cost / Benefit: Improvement to a facility will result in significant cost saving or “pay back” in savings over time
5. Ensure existing facilities that are in demand are maintained to an acceptable standard before adding new facilities to the supply

Projects that qualify based on a test of urgency are then assessed on the extent to which they achieve the values and principles for public funding of capital projects.

## **Facility Development Values and Principles**

### **1. Core Recreation Services**

The RM will ensure that new facilities assist in achieving basic (core) recreation service objectives that meet the broadest range of community needs and achieve significant public good.

### **2. Accessibility and Affordability**

The RM will support the development of recreation facilities and parks that emphasize both accessibility and affordability. Facilities will be barrier free in design, strategically located to serve the public and operated in an efficient and effective manner with user rates and fees structured to ensure that all residents share equally in the benefits of recreation participation.

### **3. Economic Sustainability**

The RM will ensure long-term economic viability and sustainability in the planning and development of new recreation and park facilities.

### **4. Partnerships and Engagement**

The RM will work cooperatively and in partnership with community centre boards, recreation associations, the private sector and other public agencies when new parks and facilities are contemplated to avoid duplication and ensure new initiatives compliment rather than compete with existing facilities and services.

## **5. Multi-Purpose Facilities**

Where appropriate, integrated multi-use facilities will be developed to achieve the greatest degree of flexibility and diversity of use and capitalize on economies of scale, limit land use and provide a more dynamic recreation experience for the users.

## **6. Efficiency and Effectiveness**

The RM will ensure that before new facility development is contemplated, existing facilities of a similar nature are used to their capacity. Priority for facility development will reflect the extent to which facilities are flexible and adaptable to accommodate changing leisure needs over time.

## **7. Facility Classification System**

The RM will adopt a facility and open space classification system that reflects the quality, diversity and variety of required parks and facilities and the proximity and accessibility of facilities to the population they are designed to serve at the neighbourhood, community and RM-wide levels.

## **8. Design**

The design of new facilities will comply with energy conservation and environmental standards (LEED) and with aesthetic design principles appropriate to the communities in which they are located. The design will ensure safety and security concerns are appropriately dealt with, and participant comfort and customer service are maximized.

**Figure 4.1 Model for Facility Priority Assessment**

## Facility Priority Assessment

Name of Component/Facility: \_\_\_\_\_

Score

**1 Mission, Values and Service Objectives**

- 1 Accommodates Diversity
- 2 Fosters Comm. Interaction/Identity/Spirit
- 3 General Public vs Special Interest Group
- 4 Intergenerational / Family Friendly
- 5 Reasonably Affordable / Accessible

VH	H	M	L	VL	N/A
5	4	3	2	1	0

\* Average Score

Total \_\_\_\_ / 5 =

\_\_\_\_\_

**2 Market / General Public Appeal**

- 1. Age Range of Participation
- 2. Gender
- 3. Participant Ability Level
- 4. Multi-use Vs Single Purpose
- 5. Allows All Seasons Use (12 Months)

\* Average Score

VH	H	M	L	VL	N/A
5	4	3	2	1	0

Total \_\_\_\_ / 5 =

\_\_\_\_\_

**3 Current Supply vs. Expressed Need (Survey)**

(Fills Service Gaps/Builds Partnerships)

5	4	3	2	1	0

\_\_\_\_\_

**4 Trends and Demographic Influences:**

(Participation Shifts & Proportion of Population Served)

5	4	3	2	1	0

\_\_\_\_\_

**5 Compliance with Building Standards**

(Community Compatibility/LEED)

5	4	3	2	1	0

\_\_\_\_\_

**6 Cost vs. Benefit: (Capital / Operating Costs)**

(Viability/Sustainability/Efficiency VS Individual & Community Benefits)

5	4	3	2	1	0

\_\_\_\_\_

**TOTAL SCORE**

30.00

(\* NOTE: Section 1 and 2 are to be scored as an average of the five categories in each section)

## **Facility Development Justification and Priority Assessment Model**

These principles can be applied to the process of prioritizing capital funding projects using a matrix evaluation model that outlines the criteria for the decision and allows for a numerical rating of each criteria as outlined in Figure 4.1. This model can be modified as required but is intended to provide a basis for comparative analysis of the merits of multiple facility proposals.

.....

- **Recommendation #1**
- **Recreation Facility Priority Process**
- That the RM of Hanover adopt the facility priority policy, values and process outlined in section 4.2.1 to guide the allocation of public funding to support new and/or improved recreation facility development in the community.

.....

## **Inventory of Facilities and Parks in the RM of Hanover**

All RM owned facilities and most open space in the RM of Hanover (Table 4.1) are managed by community centres in the five urban centres under an agreement spelled out in By-Law 2250 (Appendix A). These facilities are supplemented by athletic fields (diamonds/pitches), hard court areas and play structures located on school property and private/non-profit facilities operated by faith-based organizations, seniors groups, community centres (Friedensfeld/Sarto) and the Ag Society.

**Table 4.1 RM of Hanover and School Owned Facility Inventory**

<b>RM Facility Types</b>	Blumenort	Mitchell	Grunthal	New Bothwell	Kleefeld	Total
Indoor Arena		1	1			2
Outdoor Rink	1	1		1	1	4
Outdoor Skating Area				1	1	2
<b>Outdoor Pool</b>			1			1
Outdoor Splash Pad						0
Community Centre/Hall	1			1	1	3
Canteen/Concession		2	1	1	1	5
Picnic Shelter	2	1	1	1	3	8
Outbuildings (Other)				1	2	3
Washroom (External)	1	1			1	3
Outdoor Stage					1	1
Playground Structure	2	2		2	2	8
Skateboard Park/Area	1			1	1	3
BMX Track		1				1
Tennis Courts	2	2			2	6
Walking Paths		1	1		1	3
Ball Diamonds	4	5	3	2	2	16
Soccer-Mini/Mid	4	5		1	7	17
Soccer-Full	2	1	1		1	5
Beach Volleyball	1	1	2	1	2	7
Hard Court (BB)	1			1		2
Toboggan Slide		1				1
Senior Centre		1				1
Teen Centre						0
<b>School Facilities</b>						
Play Structures	1	2	2	1	1	7
Ball Diamonds		4	3			7
Soccer-Mini		2	4			6
Soccer-Full				1		1
Soccer/Football		1		1	1	3
Hardcourt (Basketball)	1	1	2	1	4	9

## **Strategies and Priorities for Facility Management and Development**

The RM of Hanover owns a significant inventory of indoor and outdoor recreation facilities including 131 acres of parkland, two indoor arenas, one outdoor pool, four outdoor rinks, twenty-two soccer pitches, sixteen ball diamonds, eight picnic shelters and eight play structures to name but a few.

The community centre survey reflected a high degree of satisfaction with existing facilities but indicated that if additional facilities were contemplated, the preference would be for new and/or improved arenas, walking trails, bike paths, play structures, green space development and park amenities. Consultation with community centre boards identified a number of challenges in the operation, maintenance and programming of indoor and outdoor facilities. The key concerns related to procedures to define priorities, inadequate funding for preventive maintenance and new capital development, limited volunteer resources and increasingly complex reporting mechanisms.

### **Asset Management and Maintenance**

While all recreation facilities in the RM are operated by the community centre boards and community associations, the RM is responsible for their long-term safety, suitability, security and sustainability. Existing facilities require daily ongoing care and preventive maintenance, often referred to as first line maintenance. First line maintenance generally applies to daily routine cleaning, minor repairs, and emergency maintenance. It includes grass cutting, snow removal, garbage pickup, and all day-to-day cleanliness and safety issues. In addition, remedial maintenance (repairs and replacement) often called second line maintenance, is required when systems fail. Second line maintenance covers remedial repairs, replacement of faulty materials and equipment, maintenance management and life cycle planning. The current policy assigns the responsibility for first and second line maintenance to community centre boards that carry out these requirements with an annual grant provided by the RM.

Community centre volunteers manage their facilities on a daily basis and are best positioned to carry out first line maintenance responsibilities. Many second line maintenance requirements are complex and have safety, security and long-term operational implications for the facility. These requirements should be managed by facility professionals in order to comply with risk management practices, protect the communities' capital investment and extend the life expectancy of the facility.

**Recommendation #2**  
**Asset Management**

That the RM of Hanover better define the role of community centre boards in the first line maintenance of the facilities that the boards manage and that the RM assume the responsibility for all second line maintenance functions, thereby ensuring a consistent standard of day-to-day preventive maintenance and protection of the long-term viability of their assets.

**Rationale:**

- The RM of Hanover owns a substantial number of indoor and outdoor facilities with multi-million dollars in replacement cost. Recreation facility construction, operation and maintenance is increasingly sophisticated requiring expertise to support the volunteer boards in their role as custodians of public facilities.
- Community centre board members are not trained in asset management nor should they be expected to assume responsibility for planning and upgrading major facilities in their care
- Consistent maintenance standards will minimize deferred building maintenance that reduces the life expectancy of the building
- Improve consistency of maintenance standards across the municipality, improved efficiencies and reduced costs

**Recommendation #3**  
**Asset Manager**

That the RM hire a full-time asset manager to be responsible for developing a comprehensive asset management program for all public buildings and facilities owned by the RM and provide expertise and assistance to community centres by developing and monitoring a preventive maintenance program for the assets they manage.

**Rationale:**

- The RM owns significant indoor and outdoor facilities that require a high degree of expertise in their management to ensure their long-term investment by the community is protected.
- Facility planning and maintenance functions managed centrally should have an impact on the overall cost of repairs across the municipality.
- Community centre volunteers for the most part, contribute their time to ensure recreation programs of benefit to the community are available not to fix and repair facilities.

## **New and Improved Recreation Facilities**

The responsibility for managing, operating and maintaining recreation facilities in the RM of Hanover rests with of the community centre boards / recreation associations in each of the five urban centres. All but a few of the facilities are developed at the community and neighbourhood levels. The exceptions are the two arenas in Mitchell and Grunthal that are defined as regional facilities in that they serve residents from across the entire RM. A case could be made to include Centennial Park in that category because it houses the only outdoor pool in the RM, and as other amenities are added to the Park, it may evolve into a regional service centre.

Regional facilities are those large scale, high quality and unique facilities requiring a critical mass of participants large enough to justify and support resources for this scope and scale of development. Because all residents of the RM have an opportunity to share equally in the benefits of such a facilities, they share the costs associated with them. Community and neighbourhood facilities primarily serve local needs and as such, residents from across the RM should not be expected to pay for them.

The five community centres/recreation associations have each identified projects that are either new facility development proposals or are renovations or improvements to existing facilities requiring substantial capital funding.

## **Process for Determining Priorities for Capital Projects**

All projects identified by the community centres (Table 4.2) are important to the communities in which they are proposed. However, the availability of funds to undertake projects of this nature is limited and therefore, capital projects need to be phased in over time and completed in priority order as funds are available. This master plan has not prioritized or recommended major capital projects for funding, but it has created a model (Figure 4.1 Facility Priority Assessment Model) and a process to be used in assessing the merits of all proposals and assigning a priority to them.

There are two levels of priority for the development of new and improved indoor facilities. Each urban centre has a wish list of facilities it would like to either improve or develop in the coming years. The first step is for each urban centre to decide the priorities for its capital projects using the facility assessment (model) tool. Once each community has prioritized its wish list, an assessment of all projects can be undertaken centrally and a five-year capital plan developed.

The governance and management section that follows, recommends a process to engage the community centre boards in the process of prioritizing capital projects.

**Table 4.2 Proposed Major Capital Projects**

Community / Project	Project Description	Service Level
<b>Blumenort</b>		
1. Build New Community Centre	New 20,000 ft2 Centre - gym, fitness, social & meeting space	Community
2. Land Purchase	20 acre expansion -AG Penner Park	Community
3. Children's Spray Pad	New rec. amenity at AG Penner Park	Community
4. Active Transportation Plan	Develop pathways, trails and linkages	Community
<b>Grunthal</b>		
1. Expand Arena	New Lobby, Dressing Rooms, Meeting & Fitness Area	Regional
2. Centennial Park	Splash Pad, Children's Play Structure & Camping	Community
3. Trails and Paths	Trails & Paths to link Arena, TriStar Field & Ag Society Grounds with Centennial Park	Community
<b>Mitchell</b>		
1. Trails and Paths	2k fitness trail c/w workout stations	Community
2. Community Centre/Arena	Insulate Arena/Improve arena floor	Regional
3. Community Centre/Arena	Develop mini golf facility	Community
<b>New Bothwell</b>		
1. Community Hall	Addition to east side	Community
2. Chamber of Commerce Park	Replace play structure	Neighbourhood
<b>Kleefeld</b>		
1. Outdoor Stage	Construct covered outdoor stage	Community
2. Trails and Paths	Develop 1.6 kilometer pathway extension	Community
3. Tot Lot	Develop a new children's play structure	Community
4. Toboggan Slide	Construct a winter use toboggan slide	Community
5. Splash Pad	Construct a new children's splash pad	Community

**Major Indoor Facility Strategy**

Large scale indoor recreation facilities such as arenas, pools and community centres represent substantial financial investments in the millions of dollars that can serve the needs of the community for 50 to 75 years. These investments must be carefully considered to ensure that there is sufficient long-term demand to justify the cost and that as the leisure participation patterns of users change over time the facility is sufficiently adaptable to respond to these changing needs.

**Indoor Arena Strategy**

In Canadian communities, indoor arenas are almost considered an essential community facility that serves as an extension of our cultural identity. Arenas however, can consume a large portion of available resources for recreation to serve a primary user group of 6-16 year olds. The design, amenities and use of indoor arenas need to be expanded to accommodate a broader range of users and uses.

In recent years, more emphasis has been placed on integrated, one-stop recreation centres that provide a variety of activities within a facility and serve a broader range of needs. There is also a growing trend to developing centralized twin arenas to capitalize on economies of scale where the population density and user demand justifies that level of development.

In Hanover there are two indoor arenas that are both ageing and in need of upgrading and expansion to serve the growing needs of users in the community.



Grunthal Arena

### **Grunthal Arena**

The Grunthal Arena is a wood glulam structure built in 1967 and is now 46 years old. A Community Places inspection indicated that the facility is in reasonably good condition but confirmed the need for new washrooms, dressing rooms, expanded lobby and multi-purpose rooms to broaden potential use of the building. No structural, mechanical or building envelope inspection has been undertaken to date.

Over the years, improvements have been made to the building including the installation of an ice plant and concrete floor in 1998 and insulation and new roof in 2010.

The arena board has moved forward with a plan (see Section III - Page 21) for a substantial two storey expansion of the existing 24,745 sq. ft. arena that would add 53,900 sq. ft. and provide new dressing rooms, spectator viewing area, multipurpose rooms, classroom and a fitness studio. Conservatively, the cost of a 53,000 sq. ft. addition could be \$10,000,000 depending on the design, components and site conditions.

It is unclear whether the existing structure could support an addition of this magnitude and whether an addition to the 46 year-old building represents the most cost effective approach. Before proceeding with detailed plans for an addition to the arena, a current condition assessment (structural, mechanical and building envelope) should be completed by a qualified engineer.

.....

• **Recommendation #4**

• **Process for Grunthal Arena Expansion**

• That before detailed planning for additional space at the

• Grunthal arena proceed, a current condition assessment be

• undertaken and a more in-depth assessment of the demand for

• and suitability of the proposed addition be undertaken with the

• assistance of the RM of Hanover.

•

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## Implementation

In implementing the above recommendation the following process is proposed:

1. Undertake a current condition assessment of the structural, mechanical and building envelope status of the Grunthal Arena by an engineer to determine its life expectancy and suitability to accommodate a major addition to the existing structure.
2. Undertake a needs assessment and develop a building program appropriate to accommodate the scope and scale of programs and uses of the intended space.
3. Do a cost/benefit analysis of various development options that examine the scope and scale of the addition, the long-term viability of adding to the existing arena versus a new comprehensive multi-purpose facility

## Mitchell Arena

The Mitchell arena is a cinder block building constructed in 1978 that has seating for approximately 750-1,000 spectators with a viewing area and canteen in the lobby. The arena operates between October and April each year and during prime time (4:00 pm -11:00 pm) it is used to close to its capacity.

An ice plant was installed in the mid 1980's and an inspection of the facility in 2012 by Community Places found it to be in relatively good condition. There are some deficiencies that need to be addressed including added dressing rooms, enlarged kitchen and arena insulation. The community centre would also like to have additional space for hosting, administration and receptions when tournaments and special events are held in the arena.

There is senior centre building adjacent to the arena that has facilities that could accommodate many of the arena activities described above, but securing use of this space has proved to be difficult. The RM has an unsigned lease agreement with the Mitchell Senior Centre Board (Appendix A: Community Centre By-Law No. 2250) for the use of this land that could be amended to include provisions for use of its space for expanded public recreation programs when it is not in use by the senior centre.



Arena

### Recommendation #5

#### Mitchell Senior Centre Lease Agreement

That the RM enter into discussions with the Mitchell Senior Centre and the Mitchell Community Centre Board regarding the 1999 unsigned agreement (By-Law #1997) for the lease of land owned by the municipality and explore opportunities for selected use of the senior centre building for expanded public recreation activities when not in use by the senior centre.



Seniors Centre

## **Parks, Open Space and Outdoor Facility Strategy**

Almost all public open space in the RM of Hanover is managed by the community centre boards in each of the five urban centres. Overall the RM owns 143.1 acres of land of which 131.3 acres are managed by the community centres. There is an additional 50.2 acres of public school property that contains athletic fields, play structure and hard court areas. Parks and open space in the community serve a variety of purposes and uses. Open space and parks are aesthetic, environmental and recreation resources that improve the quality of life and livability of communities. Because parks play such an important role in community livability, standards for acquisition and development have been developed and incorporated into provincial legislation to ensure that all residents share equally in the benefits associated with open space and parks.

The purpose of an open space classification system is to provide guidelines for the allocation of open space equitably throughout the community and to develop services economically and at a level appropriate to the population served. A parks classification system should reflect the size, configuration and unique characteristics of a community. In large centres there will be many more levels of classification than in smaller communities. Following is a recommended classification system that will guide the acquisition and development of park and open space in the RM of Hanover now and as it grows in the future. This system describes three levels of park development and the components or type of park development recommended at each level.

**Table 4.3 Parks and Open Space Classification System**

### **Level I - Neighbourhood**

*Component/Type:*

- a. Tot Lot / Children's Playground
- b. Neighbourhood (Passive) Park
- c. Trails and Paths

### **Level II - Community**

*Component/Type:*

- a. Athletic Park
- b. Natural/Passive Park
- c. Specialty Use Open Space
- d. Linear trail and path linkages

### **Level III - Region**

*Component/Type:*

- a. Regional Feature Parks
- b. Regional Active Transportation Corridors & Trails

## Level I - Neighbourhood

Neighbourhood open space serves a small user radius, and is designed to provide facilities in close proximity to the user, with a more localized point of identity. Neighbourhoods are defined by a combination of factors, including physical or geographic boundaries, political boundaries, social or cultural boundaries, or other natural or physical features that separate one neighbourhood from another. The majority of users should not have to cross a major thoroughfare to access neighbourhood parks and they should be located to serve a user radius of approximately 400-800 meters. Typical of every standard, great variance can occur dependent upon local conditions.

### a. Characteristics of Tot Lots and Playgrounds

Stand-alone tot lots and playgrounds throughout the community are expensive to develop and maintain and receive relatively less use than larger park spaces that have a greater variety of amenities. A preferred approach to small tot lots is to assemble slightly larger tracts of land such as neighbourhood parks, where a more dynamic play area can be developed that attracts a wider range of age groups and uses. These types of spaces provide a more efficient use of land and reduce the costs of maintenance. There are children's play structures in many of the community centre parks but the majority of these facilities are located on school grounds.



Playground structure

### b. Characteristics of Neighbourhood Parks

Neighbourhood park sites provide both active and passive recreation opportunities. Included in the site should be a children's playground area, passive recreation/observation area for adults and informal play fields for children up to twelve years of age. It could also include small-scale athletic fields, play equipment, parents' observation areas, buffering and landscaping, tree planting and park benches.

In order that this size of play space is made available, it might be necessary to dispose of smaller parcels just containing small play structures or require dedication of park space based on the standards suggested above when new subdivisions are developed.

### c. Neighbourhood Trails and Pathways

These are trails and pathways that facilitate non-motorized access within the neighbourhood with linkages to a community or regional trail system. In many communities the notion of paths and trails was not contemplated when they were developed. Walking and cycling trails are now typically included as a component of new subdivision agreements but often are not linked to each other or to other active transportation corridors and park features at the community or regional level.



Trail system signage

## Level II - Community

In general, community level open space is designed to serve the needs of all residents within the catchment area of the five urban centres. It is made up of more substantial spaces and facilities that are unique or specialized. They are typically not economical to provide in each neighbourhood area of the community because of space requirements, cost or level of quality and play. Community level spaces include athletic, aesthetic and specialty use park spaces such as athletic fields, hard court areas, tennis courts, pavilions and picnic areas, skate board parks and linear trails and pathways.



Athletic park

### a. Characteristics of Community Athletic Parks

It is desirable to consolidate major outdoor recreation activities into one primary site. Multiple activities and programs can be served by centralized support facilities such as washrooms, concessions, parking, maintenance and storage buildings that are more efficient and cost effective to maintain.

Large-scale community athletic parks are usually developed on a minimum of twenty acre sites and typically serve a higher level of activity (youth and senior leagues) and therefore require higher standards of maintenance and development. Community athletic parks should be centrally located and provide adequate parking, bleacher seating, access to concessions and washrooms. Examples of community athletic parks are the AE Penner Park in Blumenort (21acres), Stahn Field in Mitchell (22Acres), Kleefeld (16.9) and Centennial Park in Grunthal (38 Acres).



Passive park facilities

### b. Characteristics of Community Passive/Natural Parks

The passive/natural park is best distinguished from an athletic or active park in that it is non-programmed and provides for informal, passive recreation. Generally, a natural or passive park would have minimal development, although certain areas could be developed for more intensive recreation use than others. Generally these are characterized by heavily treed buffer areas, large expanses of open space, ornamental flower gardens, hiking trails, water features and quiet areas. The natural park could have areas for day use such as public gatherings/events, reading, relaxing, picnicking, walking and water related activities.

Where practical, community athletic and natural/passive parks are developed together. In the RM of Hanover, many of these spaces are incorporated into, or adjacent to athletic park areas.

c. Characteristics of Specialty Use Parks

Specialty use parks include a wide variety of amenities and features including, landscaped areas, linear pathways, interpretive areas, commemorative parks and unique activity spaces.

Natural interpretative areas are important to protect and preserve, and at the same time, provide access to features of particular historic, cultural or environmental significance. Examples of these types of space can be found in the Grunthal Park and Centennial Park.

d. Description of Linear Pathways and Trail linkages

It is desirable to establish a network of pathways and linkages between neighbourhood paths and park spaces that provide access, continuity, and complete the open space network. Individual sites, once linked, provide for a greater variety of use, safer access and depth to the overall park system. Linear pathways and linkages are important in themselves in that they promote “active transportation”, fitness, environmental awareness and recreation through the provision of trails for hiking, jogging, cycling, cross-country skiing and walking.

It is not always necessary to build new trails to develop an integrated linear linkage system. Trails systems can be developed by designating and signing space adjacent to roadways and transportation corridors, through temporary street closings during designated times of the day or days of the week, utilizing utility corridors and right of ways and acquiring space in new sub-divisions through land dedication.

**Level III - Region**

At the RM wide level, regional feature parks would include features that provide a focus from which the whole rural municipality benefits. These could include a large-scale regional aesthetic or athletic park, commemorative park or regional active transportation system that links community trails throughout the five urban centres.

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• **Recommendation #6**

• **Open Space Classification System**

• That the open space classification system described herein be

• adopted as a guideline for the future acquisition and development

• of public reserve, open space, parks, sports fields, paths and

• trails in the RM of Hanover.

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Centennial Park pool

## **Rationale**

- The development of qualitative and quantitative standards establishes the basis for a consistent and equitable approach to the acquisition, design and development of public reserve and open space in the RM.
- Acquisition of land in new subdivisions should be planned and based on meeting the needs of open space user groups.

## **Implementation**

In the RM of Hanover there are three primary partners involved in the provision and management of public open space for recreation purposes: the RM, the School Division and the five urban community centres. This means that to achieve the objectives outlined in the parks and open space standards requires communication, coordination and cooperation of each of these partners.

The RM, however, has the authority to determine land dedication criteria in new subdivisions. As the community grows it will become increasingly more important to ensure an adequate supply of open space. The RM should use the described standards as a guide to acquire and develop open space within its jurisdiction.

In doing so, the RM should work closely with developers to ensure that dedicated land is of a size and configuration to meet the variety of park space requirements outlined herein.

### **4.2.2 A Model for Governance and Recreation Service Delivery**

#### **Introduction**

In the RM of Hanover, as is the case across Canada, community recreation services are provided by a variety of public, private and not-for-profit organizations each with different motives and objectives in providing these services.

The private sector is motivated by the potential of profit generated from the provision of sport, fitness, leisure and entertainment opportunities that customers and participants are seeking. The non-profit sector's mandate is service to its members and clients and it uses recreation as a tool for physical, social, cultural and spiritual growth and development. There are hundreds of non-profit organizations that include recreation clubs, sport governing bodies, cultural organizations, faith based recreation service providers and community based organizations such as community centre boards and recreation associations.

The value and benefit of recreation engagement and use of parks is so vital to public health and community development, that local governments now acknowledge recreation as an essential service worthy of public investment. The provision of public recreation is motivated by a desire to ensure that all residents have access to and benefit equally from recreation and parks services. As indicated in section two of this report, the public sector does not do this alone and relies heavily on a partnership with the private and non-profit sectors to ensure that the broad range of needs and interests of the community are met. The public sector supports and facilitates other sectors in the community to meet local needs and where necessary fills gaps other sectors are unable or unwilling to provide.

The present model for recreation service delivery in the RM of Hanover can best be described as a community centre driven model. The RM has hired a Manager of Recreation Services to facilitate and coordinate recreation development, but the responsibility for recreation program service and facility operation has been delegated by by-law to community centre boards and recreations associations in each of the five urban centres within the rural municipality.

Over the years, this system has worked extremely well and the community survey indicated a high level of satisfaction with the quality of life in the community as well as the provision of facilities and recreation programs. However, a number of emerging issues indicate that the current system will face challenges in maintaining current service levels. The community is growing and increasingly diverse in its population make up. Recreation planning and facility development is becoming more sophisticated and demanding, and volunteer burnout and decline presents challenges for its community based non-profit associations.

It is timely to examine the roles and responsibilities of both the municipality and the non-profit organizations that deliver recreation services to ensure that the leadership, policies and resources necessary to successfully manage this system are appropriate and adequate.

**Recreation Administration in the RM of Hanover**

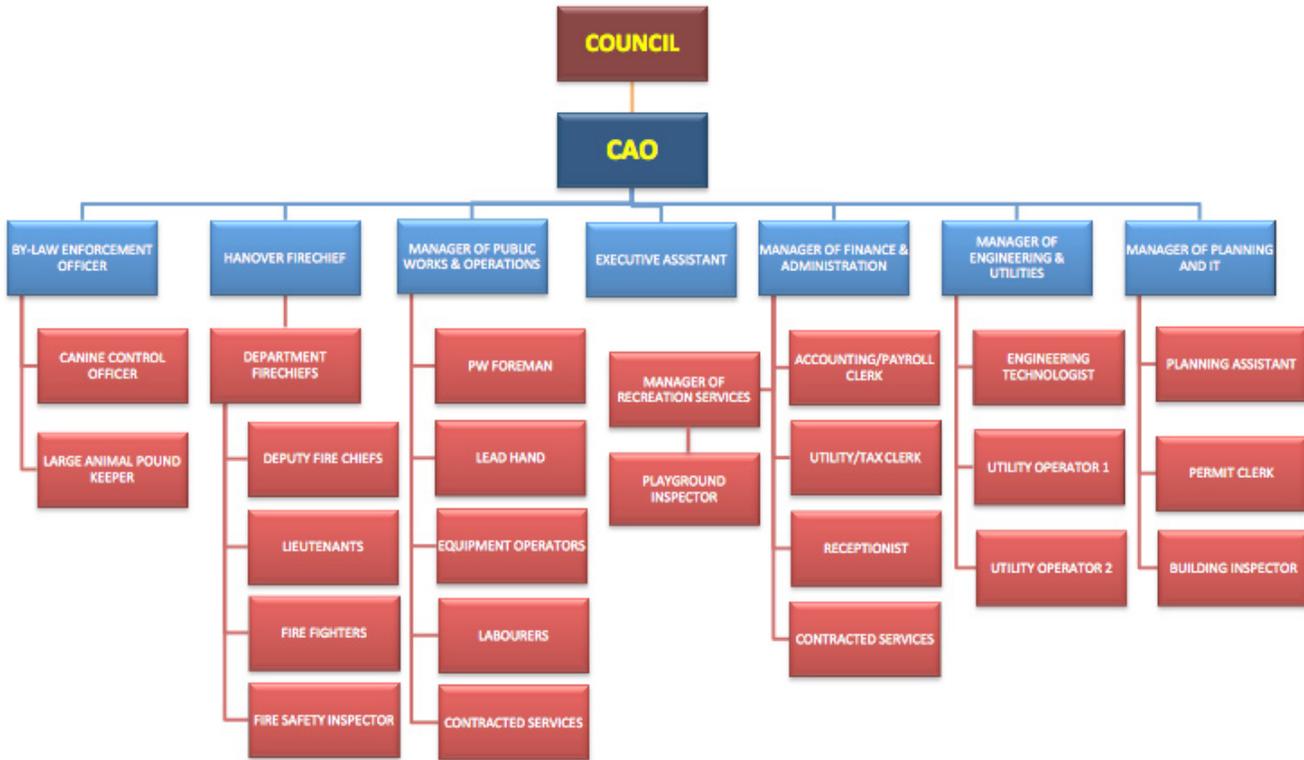
Recreation services in the RM of Hanover are the responsibility of the Manager of Recreation Services who reports administratively to the Manager of Finance and Administration and politically to Council through the Recreation, Heritage, Works and Operation committee.

In September 2009, the RM hired its first Recreation Coordinator who served in that capacity until November 2012 when the title was changed to Manager of Recreation Services to be more in keeping with the responsibilities of the position.

**Figure 4.2 RM of Hanover Organizational Chart**

RM of Hanover  
Organizational Chart

COU-002 Revised :  
2013/03/27



**Administrative Reporting Relationships**

Recreation is a growing portfolio with the administration in terms of complexity and responsibilities. Recreation services are impacted by and have an impact on public health, education, corporate planning, police and emergency services, infrastructure and other municipal functions. As these responsibilities continue to evolve, it is important that the Manger of Recreation Services be in a position to communicate with other senior municipal leaders when issues are being discussed and that the status of recreation services be recognized at the same level as other management level administrators.

**Recommendation #7**  
**Administrative Organizational Structure**

That the organizational structure of the RM of Hanover be amended to have the Manager of Recreation Services report directly to the Chief Administrative Officer of the municipality thereby improving communication across the organization.

## Recreation Administrative Staff Requirements – Asset Manager

The RM of Hanover owns 131 acres of public open space and built recreation structures and facilities with a replacement cost in excess of \$50 million. In addition, the RM invests another \$500,000 annually in the care and upkeep of its parks and facilities. These facilities represent a significant asset for the community and one that needs to be carefully managed to ensure the safety and security of users, and efficiently and effectively maintained to extend the life of the facility.

In order to protect its capital investment and extend the life expectancy of indoor and outdoor facilities, the RM needs specialized expertise to guide the maintenance and management of its assets. Recommendation three of this report recommends hiring a full time asset manager to take on these responsibilities. The asset manager would report directly to the Manager of Recreation on all matters related to recreation facilities, parks and open space and liase with the Manager of Public Works and Operations on all other civic buildings.

## Political Policy and Governance and Structure

The present committee structure of Council has a standing committee responsible for Recreation, Heritage and Works and Operation functions. This is a large portfolio for one committee and in the coming years, issues related to recreation and parks will become more complex.

Recommendations related to the governance of community centres made later in this report support the need for more consultation and communication between the administration, volunteer community centre boards and Council. It is also important to acknowledge the critical role community centres play in the delivery of recreation services and ensure they have a strong voice in policy matters affecting their operations.

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- **Recommendation #8**
- **Recreation Advisory Sub Committee**
- That the RM of Hanover formalize the appointment of a Recreation Advisory Sub-Committee reporting to the Recreation, Heritage and Works and Operation Committee of Council to be made up of the presidents of each of the five community centre boards, one member of Council, a representative of Ward 4 and two citizen members to advise on all policy matters related to recreation in the municipality.

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## Implementation

An informal recreation advisory committee was created in the winter of 2013 to discuss matters of common concern between the community centres. The committee does not have term of reference to guide it or specific responsibilities assigned to it. As a starting point, it is envisioned that the recommended Recreation Advisory Sub Committee would:

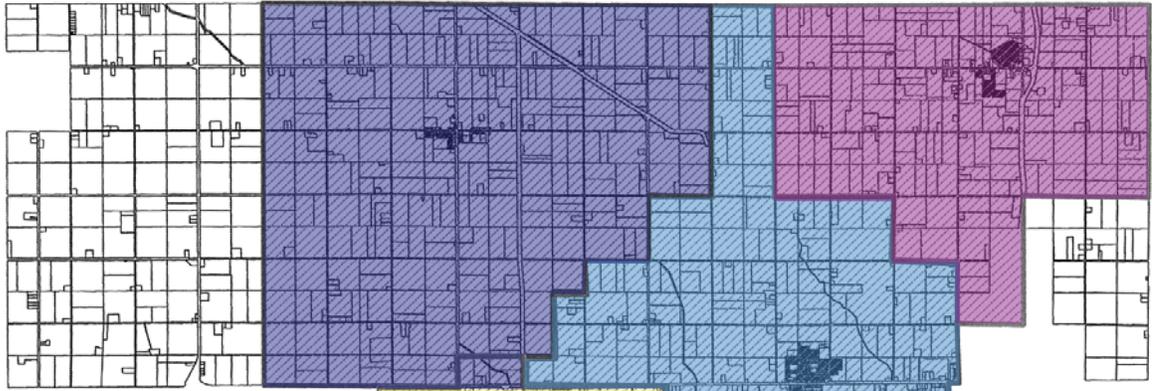
- Represent the interests of community centre boards with respect to recreation services. It is recognized that Ward 4 does not have a community centre within its Ward boundaries. Therefore, a representative of Ward 4 should be appointed to the Recreation Advisory Committee.
- Advise Council through its Recreation, Heritage and Works and Operation Committee on all policy matters related to recreation
- Assist in the implementation of the recreation master plan
- Advise on the priorities for proposed capital budget expenditures related to community centre improvement projects

## A Governance Model for Community Centres

There are five major urban population centres in the municipality that are sufficiently large to have developed local governance structures to coordinate and manage services. Three of these centres (Mitchell, Blumenort and Grunthal) have formed Local Urban Districts (LUD) with taxing authority for some services. All five urban centres have formed community centre boards or recreation associations to coordinate recreation services in their area. These serve both urban and rural dwellers within their catchment areas. Until 2010, recreation services were financed and delivered based on defined recreation districts. In 2011 the system was changed with recreation services funded through RM wide property taxes.

In each of the urban centres there is a different community centre governance structure to manage and operate recreation services (see Section III). Some centres have centralized all recreation services under one community centre board while others have decentralized their services with boards or committees responsible for specific facilities such as arena boards, recreation associations, pool and park boards and community festival committees.

This decentralized system distributes the responsibility for recreation across a number of boards and committees. As competition for volunteers increases and numbers decline, there is a challenge populating all of the committees that require leadership. In some cases this system has also led to competition within a community for grants, donations and other resources. Competition can lead to conflict.

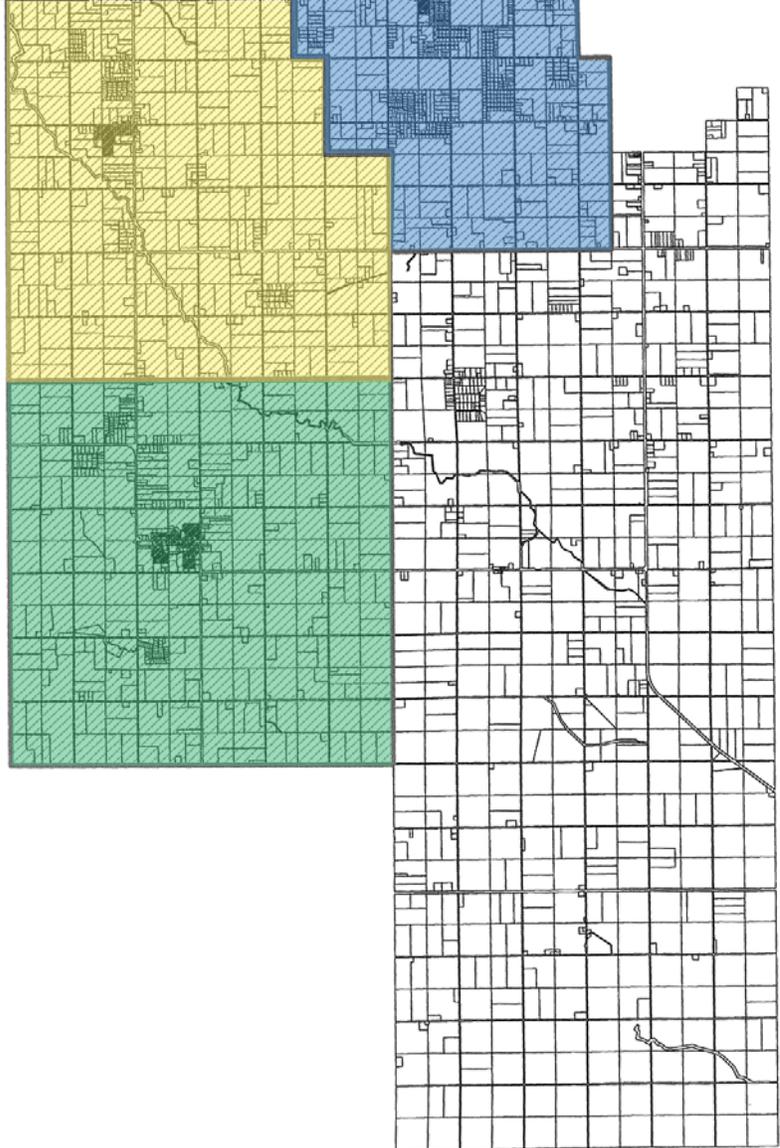


**RM of HANOVER**



**Recreation Districts**

	Pop.
 New Bothwell	1161
 Mitchell	4413
 Blumenort	2163
 Kleefeld	2297
 Grunthal	3133



September, 2013

Map No: 4.1

(Map Source: RM of Hanover)

Across the RM there are inconsistencies, and competition between communities for resources. The expectations placed on volunteers have grown as populations and systems have expanded. The administration of the RM, in some cases, has been called on to sort out competing priorities between recreation authorities in the urban centres. These conflicts illustrate the need for an improved mechanism for governance of recreation services and a mechanism to improve communication, priority setting and resource allocation.

There is a need to better define the role of community centres, develop a consistent governance model, centralize communication between community centres and the RM, design a mechanism for setting priorities and create an equitable model for funding.

The authority for community centres is set out in By-Law 2250 (Appendix A) passed in December 2010. Since this by-law was passed, significant changes have occurred within the municipality. These changes have prompted the need to review and revise the by-law to better reflect current circumstances and improve communication, volunteer support mechanisms and more equitable resource allocation.

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• **Recommendation #9**

• **Community Centre By-Law**

• That By-Law 2250 be revised in consultation with the newly appointed Recreation Advisory Sub-Committee, (as outlined in the Implementation section below) as a means to better define the role and authority of community centres, improve communication, provide equitable resource support and facilitate consistent governance practices across the municipality.

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**Implementation**

Once the terms of reference for the Recreation Advisory Sub-Committee have been approved, the Sub Committee should be consulted on the proposed changes to the community centre by-law. Changes recommended to By-Law 225 should include but not be limited to the following:

1. Authority: That the RM amend the definitions section of the by-law to better define the recognized recreation authority in each of the five urban centres as a “community centre board” and all other public recreation related boards (arena/park/festival) and committees that have responsibilities for managing public recreation services report to Council through the community centre board.

2. **Boundaries and Membership:** That the former recreation district boundaries (Map 4.1) be used to describe the area of authority of each of the five urban community centres and that all persons residing within those boundaries be considered members of the given community centre, eligible to vote at the annual meetings and hold office on the community centre board.
3. **Government:** Amend the government section of the by-law to restrict membership on the board of the community centre to residents within the boundaries of its recreation district and add a section dealing with the process for nomination and election of officers and their terms of office.

In addition, add a section dealing with the process for appointment of members to arena boards and other committees. Arena boards for example, could have members from across the municipality because these boards manage a regional facility that would benefit input and expertise from its stakeholders

4. **Appointment of Members:** Council retains the authority to confirm or appoint all community centre board representatives and executive.
5. **Remuneration of Board Members:** All board members serve in a voluntary capacity and as such, should not expect remuneration for attending meetings and carrying out other duties. Section 8 (b) should be removed to reflect this.
6. **Financial Regulations, Oversight and Accountability:** The process for resource allocation, financial management, accounting and accountability is outlined in the section to follow.

## 4.2.3 Funding Recreation in the RM of Hanover

### Introduction

The RM of Hanover invests \$500,000 annually in recreation operations including approximately \$100,000 in direct administrative costs associated with the recreation department, \$300,000 in grants to the community centres and \$100,000 in ward grants for recreation and community services. The general municipal levy raises 5.9 mills of which approximately 1 mill (17%) is currently invested in recreation operations.

### Support for Recreation Operational Costs

This level of funding has allowed the RM to maintain recreation services at an acceptable level and the community survey reflected a high degree of satisfaction with the present supply of recreation programs and facilities. In order to maintain consistent service levels and sustain customer satisfaction, recreation spending should be tied to the mill rate, so as the community grows, so does the level of funding.

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• **Recommendation #10**

• **Funding Recreation Opportunities**

• That RM set aside 1 mill annually in its operating budget to fund

• internal recreation administration requirements and external

• community centre operations as a means to provide a consistent

• level of support that is responsive to the increased need for

• services as the population grows.

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### Capital Reserves

The RM also has a recreation reserve fund that in August, 2013 had a total of \$319,464 of which \$200,000 is committed leaving a balance of \$119,464. The municipal reserve for recreation is allocated to an RM wide general fund as well as specific reserve accounts for each of the five urban community centres. Council has adopted a policy (05-504) for the acquisition and allocation of reserve funds which requires that the funds be distributed to community projects on the basis of merit.

As existing facilities continue to age, capital funding will be required to upgrade, repair and replace recreation facilities just to keep up with existing recreation needs. As the community grows, capital funds will also be required to provide new facilities that respond to population growth, diversity and emerging recreation needs. Potential contributions to the reserve fund can come from the sale of surplus parkland, land dedication in new subdivisions and dedicated municipal tax funding.

Many jurisdictions have adopted targeted transfers to reserves based on a formula. In Alberta for example, the facilities association recommends approximately 1% of current facility replacement cost be directed to reserve accounts to pro-actively address the current recreation infrastructure deficit and provide for the long-term life-cycle and replacement costs of facilities.

**Recommendation #11  
Capital Reserve Fund**

That an annual contribution of .25 mills (\$125,000) be made to the general recreation capital reserve fund, in addition to other ongoing sources of reserve funding, in order to meet the growing demand for upgrading, repairs and replacement of aging recreation infrastructure in the RM.

**Community Centre Funding Priorities, Practices and Policies**

Council has indicated that a three-tier approach to determining the priority and eligibility for recreation funding will be based on:

- Priority #1:** Facility operation and maintenance requirements
- Priority #2:** Capital for preventive maintenance and repairs to existing infrastructure
- Priority #3:** Capital for new facilities

The majority of public recreation services including facility management and recreation programs are delivered through the five urban community centres based on terms and conditions spelled out in By-Law 2250. These services are funded as follows:

Community Centre Operating Grants	\$300,000
Community Festival Grants (\$1,500ea)	\$ 7,500
Ward Grants	\$100,000
<b>Total</b>	<b>\$407,500</b>

Until 2011, community centres were organized, structured and funded on a geographical recreation district basis (see Map No. 4.1 Recreation Districts). Each district applied a recreation levy to fund services within the district and in some cases there were several different levies within each district. This was a complicated and cumbersome system to administer and in 2011 it was amended to fund all recreation services on an RM wide basis.

The new model for distribution of funding to the five community centres was based on each centres net operating costs or the difference between its operating costs and revenues.

This system was implemented as a temporary measure until further study and consultation could identify a more fair and equitable basis on which to fund community centres. Table 4.4 below provides a five-year analysis of the distribution of grants to community centres and the impact the change of systems in 2011 had on community centre funding:

**Table 4.4 Community Centre Funding Analysis 2008-2012**

RM of Hanover Community Centre Analysis Organization	2008	2009	2010	2011	2012
<b>Recreation Grants Regular</b>					
Blumenort Community Centre	4,959.57	4,959.57	4,959.57	46,000.00	46,000.00
New Bothwell Comm. Centre	4,959.57	4,959.57	4,959.57	22,000.00	22,000.00
Grunthal Community Centre	18,593.00	18,593.00	18,593.00	76,000.00	85,000.00
Kleefeld Community Centre	5,455.50	5,455.50	5,455.50	29,400.00	32,000.00
Mitchell Community Centre	18,593.00	18,593.00	18,593.00	107,000.00	107,000.00
<b>Totals</b>	<b>52,560.64</b>	<b>52,560.64</b>	<b>52,560.64</b>	<b>280,400.00</b>	<b>292,000.00</b>
<b>Recreation Levies</b>					
Blumenort Community Centre	23,011.00	24,488.00	29,923.89		
New Bothwell Comm. Centre	19,267.00	19,700.00	21,401.50		
Grunthal Community Centre	38,083.00	39,723.00	46,405.89		
Kleefeld Community Centre	28,201.00	29,225.00	32,510.51		
Mitchell Community Centre	50,137.00	53,076.00	58,129.68		
<b>Total</b>	<b>158,699.00</b>	<b>166,212.00</b>	<b>188,371.47</b>		
<b>Sub Total</b>	<b>211,259.64</b>	<b>218,772.64</b>	<b>240,932.11</b>	<b>280,400.00</b>	<b>292,000.00</b>
<b>Community Festival Grants (made to Rec. Assoc.)</b>					
Blumenort Community Centre	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
New Bothwell Comm. Centre	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Grunthal Community Centre	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Kleefeld Community Centre	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Mitchell Community Centre	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
<b>Total</b>	<b>7,500.00</b>	<b>7,500.00</b>	<b>7,500.00</b>	<b>7,500.00</b>	<b>7,500.00</b>
<b>Grants from Wards</b>					
Blumenort Community Centre	28,475.00	33,973.00	6,000.00	6,682.00	8,500.00
New Bothwell Comm. Centre	11,650.00	10,511.00	13,426.00	15,426.00	14,376.00
Grunthal Community Centre	18,000.00	18,000.00	29,745.00	15,000.00	23,500.00
Kleefeld Community Centre	25,950.00	15,752.00	15,089.00	18,089.00	27,719.00
Mitchell Community Centre	16,500.00	17,000.00	16,500.00	15,500.00	18,000.00
<b>Total</b>	<b>100,575.00</b>	<b>95,236.00</b>	<b>80,760.00</b>	<b>70,697.00</b>	<b>92,095.00</b>
<b>Total All Municipality</b>	<b>319,334.64</b>	<b>321,508.64</b>	<b>329,192.11</b>	<b>358,597.00</b>	<b>391,595.00</b>
<b>Additional Capital Spending</b>				<b>187,071.00</b>	<b>212,680.00</b>
<b>TOTAL ECONOMIC RESOURCES TRANSFERRED TO REC</b>				<b>545,668.00</b>	<b>604,275.00</b>
<b>Total Each</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Blumenort Community Centre	57,945.57	64,920.57	42,383.46	54,182.00	56,000.00
New Bothwell Comm. Centre	37,376.57	36,670.57	41,287.07	38,926.00	37,876.00
Grunthal Community Centre	76,176.00	77,816.00	96,243.89	92,500.00	110,000.00
Kleefeld Community Centre	61,106.50	51,932.50	54,555.01	48,989.00	61,219.00
Mitchell Community Centre	86,730.00	90,169.00	94,722.68	124,000.00	126,500.00
proof	319,334.64	321,508.64	329,192.11	358,597.00	391,595.00

Source: RM of Hanover

## New Funding Model for Community Centres

Previous models used for the distribution of funding to community centres in the RM were cumbersome to administer, inequitable and did not represent accurately or fairly the responsibilities and resources each centre managed. It was clear that a new model was needed to better reflect the needs of each community centre and its capacity to deliver services.

The proposed new model fundamentally changes the way community centres are governed, funded and managed to better reflect the expectations and capacity of a volunteer based organization. It is also an attempt to task volunteers with the things they do best with respect to recreation program delivery and shift the responsibility for major facility maintenance and bookkeeping to the administration where the resources for these functions are available.

The new model proposes defined geographical boundaries, modified governance and administrative structure, better designed communication and financial reporting relationships and realistic responsibilities for first and second line facility maintenance and capital development projects.

The new model is designed to respond directly to the key issues identified in the community survey and raised by community centres in the consultation process. The community centre related issues included:

- **Governance** model for recreation administration and community centres
- **Funding** model and grant policy for community centres
- **High expectations** and increased responsibilities placed on community centre boards
- Aging recreation **infrastructure**
- Funding support and priorities for **new capital** development
- **Volunteer burnout** and decline of volunteer participation
- **Competition** for resources between the five urban community centres

The financial component of the new model for community centre operations is proposed to better reflect the level of responsibility of each community centre with respect to population served and indoor and outdoor facilities within its district. When the grant policy was changed in 2011 from a ward based system to an RM wide funding system, some community centres saw a decrease in their base grant (not including ward grants) while others experienced an increase of up to 39.4% (Table 4.5) with no change in their operation and no apparent rationale for these changes.

**Table 4.5 Community Centre Funding Analysis 2010-2011**

Community	Rec. District Pop	2010 Grant	2011 Grant	Change +/-	% Change
New Bothwell	1161	\$26,361	\$22,000	(\$4,361)	-16.5%
Mitchell	4413	\$76,772	\$107,000	\$30,228	+39.4%
Blumenort	2163	\$34,883	\$46,000	\$11,117	+31.9%
Kleefeld	2297	\$37,966	\$29,400	(\$8,596)	-22.6%
Grunthal	3133	\$64,998	\$76,000	\$11,002	+16.9%
Total	13,167	\$240,932	\$280,400	\$39,468	+16.4%

(Note: Calculation does not include \$92,095 in Ward Grants)

**Comparative Funding Models**

It is difficult to make accurate comparisons between municipalities because each community has a very different community profile, resources and challenges. It is apparent however, that community centres in the RM of Hanover have been well funded relative to many other communities. For example, the RM of Springfield distributes \$120,000 annually between four community centres (average of \$30,000 each) two of which have indoor arenas. The RM of Macdonald has six “urban community centres” and four of the centres have indoor arenas. The RM distributes approximately \$90,000 in grants annually and its average base grant for each centre is \$15,102. These examples are not cited to suggest lower levels of support are warranted. The public response to recreation service delivery and appreciation for these services in Hanover suggest that any service level reduction would not be well received. The objective is to find the most equitable formula to distribute existing resources so that residents across the municipality are served equitably.

There are a number of different funding models and formulas used in other municipalities that have proven to be effective in better reflecting the financial requirements of community centres. These models consider a combination of factors to allocate operating funds including:

- Per capita allocation
- Square footage of community indoor facilities under management
- Parks acreage and outdoor facilities and amenities under management
- Regional indoor facilities (arenas/pools) under management

In most cases, these models differentiate between first and second line maintenance. Typically they limit the responsibility of community centres to first line maintenance involving functions such as janitorial and cleaning services, minor repairs, snow removal, grass cutting and other day-to-day maintenance functions.

Because the capital assets are owned by the municipality, the municipality takes responsibility for second line preventive and life-cycle maintenance, current capital repairs and facility replacement. While practices in other communities vary, the typical approach is to view indoor arenas as revenue facilities managed on a cost recovery basis where all day-to-day first line operating and maintenance costs are recovered through rental revenues. The municipality then covers the second line maintenance costs that are not factored into the equation.

For example, the City of Winnipeg uses a formula of \$1.70 per capita to calculate the base grant for community centres and allows an additional \$3.14 per square foot of indoor heated space maintained by the centre. They also provide a grant of \$5,250 for outdoor rinks but indoor arenas are expected to operate on a cost recovery basis and are therefore, not included in the grant allocation.

### Proposed Base Grant Funding Model

Table 4.6 below contains information about the supply of indoor and outdoor facilities and the population served by each of the community centres within the proposed recreation districts. Again, this information does not include Ward 4 because this area does not have a municipally owned community centre within its boundaries. However, funding is provided to Sarto, Pansy Hall and Friedensfeld Community Hall for recreation purposes and this practice would continue at the discretion of the Ward 4 councillor.

**Table 4.6 Community Centre Population, Components and Costs**

Factors	New Bothwell	Kleefeld	Blumenort	Grunthal	Mitchell
Population (2011 Census)	1,161	2,297	2,163	3,133	4,413
% of RM Pop (*13,167)	8.8%	17.5%	16.4%	23.8%	33.5%
(Ward 4 Not Included)					
<b>Financial Status</b>					
2012 Expenses	\$29,750	\$54,100	\$53,350	\$191,735	\$234,650
2012 Revenue	\$8,000	\$19,600	\$8,400	\$94,875	\$143,700
2012 Net Costs	\$21,750	\$34,500	\$44,950	\$96,860	\$90,950
RM Grant	\$22,000	\$32,000	\$46,000	\$85,000	\$107,000
% of RM Grant ( \$292,000)	7.5%	10.9%	15.6%	29.1%	36.6%
Park/Open Space Acreage	7.8A	16.9A	21.2A	54.9A	30.5A
Number of Sites	1	1	1	3	2
% of Total RM Space (131.3A)	5.9%	12.9%	16.1%	41.8%	23.2%
Indoor (Heated) Facilities	4,368 ft2	4,503 ft2	2,760 ft2	4,378 ft2	2,061 ft2
(Approximate Calculation)					
Outdoor Rinks	1	1	1	0	1
<b>(Regional) Facilities</b>					
Indoor Arena(s)				28,240 ft2	25,750 ft2
Outdoor Pool				1	

Until 2010, community centre grants were distributed based on a recreation district taxation formula, but in 2011 the policy was changed to fund recreation from the RM wide tax base. As an interim step, grants to community centres were based on the net cost of services or the difference between community centre expenses and revenues. Unfortunately this system proved to be inequitable and perception was that it provided little incentive to manage expenses and offset costs with revenue streams.

A more representative formula is needed to ensure equity across the RM. The model could consider one or a combination of factors including population served and assets (indoor and outdoor facilities) under management in the calculation of the grants. In 2012, approximately \$300,000 was budgeted for direct community centre grants pool to manage all programs, facilities, park amenities and financial accounting requirements at each centre. The proposed change to a first line maintenance function in community centres will reduce their financial needs considerably. Assuming that going forward, a pool of \$200,000 would be distributed directly to community centres in the form of a base grant, this would leave \$100,000 to be set aside annually to address repairs and replacement of items of a second line or current capital nature at all community centres on an as required basis.

This formula does not include or effect the existing ward grants of approximately \$100,000 annually or the 0.5 of a mill to be set aside in a capital reserve for recreation facility improvements.

Implementation

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• **Recommendation #12**

• **Best Grant to Community Centres**

• That the formula for the distribution of annual base grants to

• community centres be amended to more equitably reflect their

• needs and responsibilities and that a pool of \$200,000 be

• distributed amongst community centres on the basis of a per

• capita amount and/or a calculation of assets under management

• to be determined in consultation with the Recreation Advisory

• Sub-Committee.

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The proposed funding model would reduce funding that goes directly to community centres but as outlined in other sections of this report, the expectations and responsibilities of the community centres would also change. The pool of available funding for community centres would actually grow as the population increases, when funding for recreation is attached to the mill rate. In addition, community centres would only be responsible for day-to-day upkeep of their facilities and the RM would assume responsibility for second line maintenance, capital improvements and accounting functions that are now the responsibility of the community centres.

Table 4.7 provides an analysis of the base funding impact on each community centre if the \$200,000 available for base grants were distributed solely on a per capita (\$15.18) basis. Factoring in assets under management might alter the distribution of funding to some extent but with the exception of the indoor arenas there is a total of 18,070 sq. ft of indoor facilities in the RM and the inventory of open space seems to closely reflect the population distribution in the RM.

**Table 4.7 Impact of Per Capita Funding to Community Centres**

Community	*Population	2010 Grant	2012 Grant	**Future	Mitchell
Per Capita	1,161	2,297	2,163	3,133	4,413
New Bothwell	1161	\$26,361	\$22,000	\$17,623	33.5%
Mitchell	4413	\$76,772	\$107,000	\$66,989	
Blumenort	2163	\$34,883	\$46,000	\$32,834	
Kleefeld	2297	\$37,966	\$32,000	\$34,868	
Grunthal	3133	\$64,998	\$85,000	\$47,558	
Total	13,167	\$240,932	\$292,000	\$199,872	

Note: 1. Source: RM of Hanover  
 2. Calculation does not include \$92,095 in Ward Grants

In implementing this funding formula the following should be considered:

- The formula should be implemented on a flexible trial basis and adjustments to the formula made to achieve the principles of fairness and equity over time as circumstance unfold
- Year end surpluses would be retained by the community centre as an incentive to encourage good fiscal management strategies
- Annual deficits would be charged against the following year’s budget
- The funding formula would not affect current ward grant distribution

**Community Centre Current Capital Funding**

The proposed removal of second line maintenance responsibilities from community centres would also reduce their direct funding requirements. In 2012, there was an overall pool of \$300,000 budgeted for community centre grants. Assuming approximately \$200,000 would now be distributed as direct operating grants based on a new distribution formula, the additional \$100,000 could be used to address second line maintenance requirements at all community centres on a priority or as required basis.

This report recommends the appointment of an asset manager who would be responsible for the care and upkeep of all municipal buildings including community centres. This role would involve current condition assessments of all municipal facilities, development of a comprehensive life-cycle and asset management program, support to community centres for their second line maintenance requirements, and planning assistance for new facilities.

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• **Recommendation #13**

• **Current Capital Grants to Community Centres**

• That \$100,000 from the approximate \$300,000 funding pool

• for community centres be set aside to create a new category

• of community centre funding. This funding would be directed

• toward second line capital maintenance, repair and upgrades to

• community centre facilities on an as required basis.

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**Implementation**

A process for identifying and prioritizing current capital items that need attention would be developed. Repairs and upgrades would be identified by each community centre and an inspection completed by the asset manager. The items would be then prioritized on the basis of urgency and funded through the new current capital budget.

It is anticipated that over time, a life-cycle maintenance program would identify the life expectancy of building components and operating systems so that deficiencies would be anticipated and maintenance planned for on a proactive basis.

**Indoor Arena Operation and Funding**

There are two indoor arenas in the RM of Hanover currently managed by arena boards that serve as sub-committees and report through the community centres’ boards. In essence, these are regional facilities that unlike local community facilities serve the population of the whole RM of Hanover.

In principle, regional facilities that serve the RM shouldn’t unfairly impact the services available locally and local recreation district or community taxpayers shouldn’t be expected to fund all of the costs associated with building and repairing regional facilities. For example, if major improvements were required to an arena, the costs should not be solely born by local residents through a local improvement levy. There are also inequities with including the square footage of regional facilities in the calculation of assets under management should this criteria become a factor in allocating community centre grants.

In many communities, arenas are operated by separate appointed boards and because of the revenue potential these facilities represent, boards are tasked to operate on a cost recovery basis.

It is difficult to calculate the direct costs of arena operations in the two communities that manage these facilities because the operating costs are intermingled with other operating expenses and can't be easily separated.

In both cases however, their daily prime time and seasonal operations are fairly consistent as are their fees and charges for ice rental. Calculating prime time from 5:00pm to 11:00pm on weekdays and between 8:00am to 11:00pm on weekends there are approximately 55 hours of prime time per week over a 24-week season for a total 1320 hours of available prime time ice each year. While charges for ice time vary the average in Hanover is approximately \$80.00 per hour. At 100% capacity, this should generate in excess of \$100,000 in revenue annually.

Arenas as regional facilities are special cases that should be removed from the funding formula for community centres because they tend to skew the analysis for funding community centres. If an equitable formula for community centre funding were to include a square footage grant for facilities under management, arenas should be excluded from the formula. These facilities would still be eligible for ward grants to supplement their operation and the current capital grant program for facility maintenance and repairs.

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• **Recommendation #14**  
• **Arena Operation and Funding**  
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• Should the formula for community centre grants include an  
• allowance for indoor facilities, that indoor arenas be withdrawn  
• from the operating grant formula with the objective of managing  
• these facilities on a full cost recovery basis.  
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### **Financial Responsibility For Community Centres**

In recent years, the requirement for financial management of public funded organizations have changed, as have the rules and regulations for accounting and reporting. These changes have become increasingly more complex requiring a standardized approach and specific skills to comply with the requirements.

The financial and bookkeeping responsibilities have become a source of frustration for several of the community centres which have expressed concern about the increasing expectations and responsibilities placed on volunteer community centre treasurers and executives. The RM however, is obligated to comply with provincial regulations established by the Public Sector Accounting Board (PSAB) which requires generally accepted accounting practices in reporting to the province in a timely fashion. Failure to comply can result in sanctions including the withholding of grants and contribution to municipalities.

In order to comply with new regulations and reduce the responsibility and complexity of community centre reporting, all bookkeeping and accounting functions should be standardized and centralized within the Finance and Administration Department of the RM of Hanover. While this function may increase costs within the department, it will alleviate the frustration and responsibility of community centres, result in a cost saving across the community centres and allow the RM to conform to the provincial requirements.

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• **Recommendation #15**  
• **Financial Management and Accounting**  
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• That the RM take responsibility for all bookkeeping functions  
• and annual audits on behalf of the community centres and that  
• this function be coordinated by the Manager of Finance on  
• behalf of the municipality.  
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**Implementation**

In implementing this recommendation, there will need to be a transition period and time to allow for a consistent reporting process to be established. This should be done in consultation with the Recreation Advisory Sub-Committee and in direct consultation with each of the community centres to ensure a smooth transition.

A person wearing a black jacket with a red maple leaf logo and brown pants is kneeling on a snowy slope, adjusting a traditional wooden snowshoe on their foot. The snowshoe has a woven webbing and a leather strap. In the background, other people in winter clothing are visible, suggesting a group activity or lesson. The scene is brightly lit, likely by sunlight.

SECTION V |

# IMPLEMENTATION AND IMPLICATIONS



# V IMPLEMENTATION AND IMPLICATIONS

## Introduction

The RM of Hanover is a unique municipality that according to feedback from community residents enjoys an exceptional quality of life and a high degree of satisfaction with respect to the quality and supply of recreation programs and facilities. The long-term challenge for the community is to ensure that recreation services keep pace with growth and expectations so that the current level of satisfaction is maintained.

Going forward, it will be important to ensure that local residents continue to feel they receive good value for public funding directed towards recreation. The community survey suggests that facilities and programs are well used (89%) and valued by community residents and that there is limited support for much new spending on recreation.

Many of the recommendations in this report are focused on policy, governance and management strategies that represent the long-term potential for cost savings. Fine tuning the governance model and service delivery system is a cost effective means to improve the efficiency and effectiveness of services and move toward a viable and sustainable delivery system.

## Financial Implications of the Plan

The plan reflects a fine-tuning of the service delivery system in the community and has limited capital cost implications for the RM over the short term. This is primarily due to the important role community centres have played in assuming much of the responsibility for major recreation facility development.

One of the financial implications of a proposed appointment of an asset manager will be to shift the burden of responsibilities for major facility upkeep from community centres to the RM. It will also result in long-term costs savings through a proactive approach to life-cycle maintenance and ensure that repair and maintenance requirements are planned for and handled in a timely manner.

In addition, the establishment of a dedicated mill rate contribution to the general recreation reserve should spread the impact of major facility upgrading and replacements over time and tying recreation funding to the mill rate will ensure that service levels will be sustained as the population and demand for service grow.

## Partnerships

Strategic partnerships with community stakeholders who play a role in recreation service delivery is both an important communication strategy and an effective cost saving mechanism. The object of this strategy is to minimize duplication of effort, share resources and capitalize on value added opportunities.

The RM is in a formal partnership with the community centres in each of the five urban centres. In addition, it partners with other non-profit service providers such as the Friedensfeld, Satro and Pansey community centres, the Ag Society, youth and senior centres, festivals and faith based organizations. There is support in the community for a stronger relationship with the school division, one that would improve communication and access to public school facilities for community use.

## Implementation

Planning is a continuous, dynamic and ongoing activity that requires constant review, monitoring and evaluation. Change is occurring at a rapid pace and this affects the time over which a long-range plan remains relevant.

The preceding plan and its recommendations are based on an assessment of the current needs, circumstances, conditions and environment in the RM of Hanover. These conditions and circumstances are likely to change and as they do, continuous review and update of the planning recommendations will be required. For this reason, the plan should be considered as a “working document” and assumptions and recommendations in the document should be revised as circumstances warrant.

The plan reflects a comprehensive review of parks and recreation services in the RM and contains 15 recommendations that have both short and long-term policy and resource implications for the community. Time is needed to fully consider the implications of each of the recommendations and Council retains the right and authority to receive the plan and act on it as it deems appropriate.

A suggested approach to receive, implement and monitor the plan is for Council to receive it as information, adopt it in principle and refer it to the administration for implementation. This approach would allow Council to approve the concepts outlined in the plan without having to approve all of the specific recommendations to be implemented in the years ahead. The administration would then be charged with the responsibility of reviewing the plan in consultation with its stakeholders on a regular basis and bringing forward specific policy and capital budget recommendations at the appropriate time. Annually, Council should review overall progress toward the goals set out in the plan.

The recommendations in this report suggest a major shift in public policy related to the delivery of recreation services rather than a physical plan that deals primarily with recreation facilities and programs. If the proposed policies are approved, they in turn will result in a planned process to proactively deal with the long-term facility and program requirements in the community as well as the strategies needed to sustain these services.

Many of the recommendations relate directly to and have an impact on the governance, mandate and financing of community centres. The process of implementation therefore, should involve community centre leaders in the implementation process. To ensure that all stakeholders are actively engaged in moving the plan forward, the following steps are recommended:

1. Present the final Recreation Master Plan report to the Recreation, Heritage and Works and Operation Committee for review and referral to Council.
2. Council receives the final report for information and forwards it to the Administration of the RM for implementation. Recommendations requiring Council authority will be brought to Council by the Recreation, Heritage and Works and Operation Committee for approval as required.
3. The administration of the RM drafts terms of reference outlining the mandate and formalizing the appointment of a Recreation Advisory Committee as outlined in the plan.
4. Engage the Recreation Advisory Committee in the implementation of the Master Plan and present recommendations as they are required to Council for approval.
5. Conduct an annual review of the Recreation Master Plan with all stakeholders to update and modify recommendations as changing conditions and circumstances in the community require.



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# APPENDIX A



RM of Hanover By-Law No. 2250

## APPENDIX A

### RURAL MUNICIPALITY OF HANOVER

#### BY-LAW NO. 2250

**BEING** a By-Law of the Rural Municipality of Hanover for the maintenance and regulation of the Kleefeld, Mitchell, Blumenort, Grunthal, and New Bothwell Community Centres.

**WHEREAS**, Section 232 (1) of the Municipal Act, S.M. 1996, E58-Chap. M225, provides as follows:

A Council may pass by-laws for municipal purposes respecting the following matters:

(b) people, activities and things in, on or near a public place or a place open to the public, including parks, municipal roads, recreation centres, restaurants, facilities, retail stores, malls, and private clubs and facilities that are exempt from municipal taxation;

#### **Definitions:**

**“Board”** means the Kleefeld, Mitchell, Blumenort, Grunthal, New Bothwell Community Centre Board, or some other name as determined by Council.

**“Council”** means the Council of the Rural Municipality of Hanover.

**“Municipality”** means the Rural Municipality of Hanover.

**“Property”** means the property and/or facilities owned by the Municipality within the jurisdiction of the Kleefeld, Mitchell, Blumenort, Grunthal, and New Bothwell Community Centre Boards.

#### **NOW THEREFORE BE IT AND IT IS HEREBY ENACTED:**

##### **1. Object**

- a) The object of the Board is to operate in cooperation with the Recreation Department of the Municipality. The Board will provide all age groups an opportunity to participate in recreational, social, athletic and cultural activities within the Municipality.

##### **2. Boundaries and Membership**

- a) The membership of the Board shall normally consist of those persons residing within the boundaries of the Municipality.
- b) Persons residing outside the designated boundaries may become members of the Board subject to approval of Council.

### **3. Government**

- a) The Board will consist of a member of Council and not more than six other persons for a total of 7 members.
- b) At least 3 members of the Board must live within a three mile radius of the urban centre.
- c) The Board may have other non-voting community representatives present at their meetings.

### **4. Appointment of Members**

- a) The member of Council may be appointed by Council at its inaugural meeting and in any event no later than the 15<sup>th</sup> day of December in each calendar year.
- b) Council may by resolution confirm or appoint the nominations of persons to the Board annually at its inaugural meeting and in any event no later than the 15<sup>th</sup> day of December in each calendar year under the following terms:
  - i. Three of the first board members shall be appointed for a term of one year, and three for a term of two years;
  - ii. All subsequent terms shall be for two years;
  - iii. At the annual general meeting, if there are more nominations than vacancies, an election will be required;
  - iv. The board members will take office effective the 1<sup>st</sup> day of January in the following year.
- c) Each person appointed to the Board shall take office effective as the date stated in their appointment.
- d) Members of the Board shall be eligible for re-appointment.
- e) In the event there is a vacancy in the membership of the Board, Council may appoint a qualified person to fill the vacancy for the remainder of the term of the person in whose place they have been appointed.

## **5. Meetings**

- a) The annual general meeting shall be held anytime between the 30<sup>th</sup> day of September to the 31<sup>st</sup> day of October in each calendar year.
- b) The Board shall be elected at the annual general meeting.
- c) Advance notice to the general public of at least 10 days shall precede an annual general meeting.
- d) The Board must have a minimum of ten regular board meetings each year and no more than one meeting each month.
- e) A quorum must consist of at least 4 members.
- f) The chairperson shall preside at all regular board meetings and in the event of his/her absence, the vice-chair shall preside.
- g) The Board shall receive a report of the financial status and accounts payable from the treasurer at each regular board meeting.
- h) The chairperson or any other two members of the Board may summon a special meeting, by giving at least one day's notice to each member, specifying the time, place, and purpose for which the meeting is called.

## **6. Vacancies**

- a) Provided any member of the Board is absent from meetings thereof for three consecutive meetings without having obtained permission by resolution from the Board, the Board shall recommend that his/her membership in the Board be terminated forthwith and the secretary shall notify Council, in writing, to that effect at its next meeting.
- b) Council may act on matters involving conflict of interest or other legislation to address matters of misconduct or contravention of municipal policies.

## **7. Termination of Membership**

- a) On receipt of the recommendation referred to in Section 6 (a) above, the Council may:

- i. By resolution revoke the membership as a board member, of the person to whom the recommendation applies; or
  - ii. By resolution, confirm the membership of that person as a member of the Board: and,
  - iii. Where the membership is terminated under (i) above, the Council may appoint another qualified person as a member of the Board in place of the person whose membership has been revoked.
- b) Council may suspend a board member referred to in Section 6 (b) and may further revoke membership by resolution.

#### **8. Remuneration of Board Members**

- a) Board members are entitled to receive compensation for actual disbursements and expenses incurred on behalf of the Board that they represent, when such service is made or rendered by the direction of the Board.
- b) Board members may receive remuneration for attending board meetings and/or performing specific duties on behalf of the Board subject to the approval by resolution of the Board.
- c) Board members may receive a per diem to attend seminars or courses on behalf of the Board. The per diem and attendance must be authorized by resolution of the Board. Adherence to standard municipal policies is required.

#### **9. Members of the Board or Council – Conflicts of Interest**

- a) No member of the Board or member of Council shall enter into, or have an interest in any contract of the Board, or shall be pecuniarily interested, directly or indirectly, in any contract or work relating to the Property.
- b) No person to whom subsection (a) applies shall be deemed to have entered into, or to have an interest in, a contract or to be pecuniarily interested, as mentioned in that subsection, by reason only of his being a shareholder in a corporation having dealings or contracts with the Board, unless he has a beneficial interest, directly or indirectly, in at least 5% of the issued capital stock of that corporation. (Municipal Conflict of Interest Act)
- c) Any person who violates this section forfeits their seat on the Board and, if they are a member of Council, their seat on Council. They are subject to any legal recourse as a

result of their violation.

- d) A summary conviction under (c) will be subject to the full force of the law.

#### **10. Employment of Staff**

- a) The Board may employ staff and prescribe their duties and compensation.

#### **11. Officers and Duties**

- a) Past President

- i. Shall normally serve as an advisor to the Board.

- b) President

- i. Shall be the chairperson at all meetings of the Board.
  - ii. Shall prepare the agenda for all regular board meetings.
  - iii. Shall implement all orders and resolutions of the Board.
  - iv. Shall sign the minutes of board meetings and all orders and the record of all other proceedings of the Board. The minutes of board meetings and all orders and the record of all other proceedings which reference is made in this subsection, when signed as therein required, shall be deemed to be the original minutes, orders, and proceedings and are admissible as evidence in any court as proof of the minutes, orders, and proceedings.
  - v. Prepare and submit to the members at the annual meeting a report of the preceding year for its approval.

- c) Vice-President

- i. In the absence of the president, assumes the duties and powers of the chairperson at the regular board meetings.
  - ii. Shall perform such other duties as may from time to time be determined by the Board.
  - iii. In the absence of the president and vice-president, the performance of their duties and powers shall be delegated to a chairperson appointed by the Board.

- d) Secretary

- i. Shall enter all proceedings of the Board at meetings thereof in the minutes; and shall keep a record of all proceedings of the Board.
  - ii. Shall submit a signed copy of the minutes of all board meetings to the Municipality forthwith after each meeting.

- e) Treasurer
  - i. The Board shall appoint a treasurer who may be a member of the Board or may be an employee of the Municipality; and the board shall fix the term of office, the prescribed duties and the remuneration of the treasurer so appointed.
  - ii. In lieu of appointing both a secretary and a treasurer, the Board may appoint a secretary-treasurer who shall discharge the duties of both secretary and treasurer; subsection (i) applies to a person so appointed.
  - iii. Shall keep distinct financial records of the receipts, payments, credits and liabilities of the Board; and the financial records shall be audited by the auditor of the Municipality, and the auditor's report shall be delivered to the Board and Council.
  - iv. Shall prepare a list of accounts payable to be approved by resolution at each regular board meeting.
  - v. Shall prepare a report of the financial status of the Board for approval by resolution at each regular board meeting.

## **12. Records to be Kept**

- a) The Board shall keep a record of all minutes, financial transactions and all other documents used in and pertaining to the business of the Board;
- b) All records kept by the Board are open to examination by the Municipality, and of any other person appointed for that purpose by Council.
- c) The fiscal year end for the Board shall be the 31<sup>st</sup> day of December of each calendar year.

## **13. Regulations of the Board**

- a) The Board shall establish policies for the use, management, protection and governance of the Property.
- b) The Board shall by resolution authorize the payment of certain accounts and payroll prior to each regular board meeting.
- c) All cheques shall be signed by two members of the Board having signing authority. Pre-signing of cheques is strictly prohibited by Council.

#### **14. By-Law Respecting Use of the Property**

- a) On the recommendation of the Board, Council may pass by-laws and/or resolutions:
  - i. Prohibiting, limiting, or regulating the driving or parking of vehicles on the Property;
  - ii. Authorizing officers of the Municipality designated in the by-law, on behalf of the Municipality, to let any person from year to year, or for any period not exceeding three years, the right of concessions within any part of the Property, subject to such rules as are prescribed by Council or by the Board, as may be provided in the by-law and/or resolution;
  - iii. Prescribing penalties for the infraction of by-laws passed under this section.

#### **15. Transfer of Property to Control of the Board**

- a) The Municipality may place under the administration and control of the Board properties owned by the Municipality in that area for recreation purposes and the Board shall carry out, observe, and discharge any trusts or conditions prescribed.

#### **16. The Board to Make Yearly Estimates**

- a) The Board shall make up an estimate of the sums required for the ensuing financial year, for:
  - i. The expenses of maintaining and managing the Property, commonly known as the operating budget.
  - ii. The plans and related expenses for developing, improving and/or purchasing fixed assets like facilities and equipment, commonly known as the capital budget.
- b) The Board shall submit its estimate to Council no later than the 31<sup>st</sup> day of January in each year;
- c) Council may:
  - i. Accept the estimates as submitted by the Board; or
  - ii. Amend it as Council deems advisable; and approve it as so amended; and, if the estimate is so amended, it shall, as so amended for the purposes of this by-law, be deemed to be the estimate of the Board for that year.

**17. Levy of Tax**

- a) The Municipality authorizes the levy of taxes for the purpose of operating and maintaining recreation centres an amount sufficient across the Municipality based on their approval of the financial plan of each Board.

**18. Statement of Affairs**

- a) The Board at each annual meeting shall submit to the electors present, a full statement of the financial and other affairs of the Property within its jurisdiction.

**19. Notice to Municipality**

- a) Forthwith after the annual meeting, the secretary thereof shall file notice of the nominations with the Chief Administrative Officer of the Municipality.

**20. Validation of Regulations and Rules**

- a) No regulations or rules made by the Board have any validity or effect unless approved, validated, and adopted by Council.
- b) Policies of Council shall in all cases have precedence over decisions of the Board.

**21. Repealing By-Laws**

- a) That the following By-Laws be hereby repealed and that this By-Law be effective on the date of enactment thereof:
  - i. Grunthal Community Centre Board By-Law #963 and the amending By-Laws #1101 and #1448.
  - ii. Blumenort Community Centre Board By-Law #1196 and the amending By-Law #1221.
  - iii. Mitchell Community Centre Board By-Law #1199 and the amending By-Laws #1346, #1469 and #1478.
  - iv. Kleefeld & Area Community Centre Board By-Law #1773.
  - v. New Bothwell & Area Community Centre Board By-Law #963 and the amending By-Law #1101.

DONE AND PASSED by Council of the Rural Municipality of Hanover, assembled in Steinbach, in Manitoba, this 8<sup>th</sup> day of December, 2010.

The Rural Municipality of Hanover

A handwritten signature in black ink, appearing to read "G. J. Jones", written over a horizontal line.

Reeve

A handwritten signature in blue ink, appearing to read "Douglas L. Coenen", written over a horizontal line.

Chief Administrative Officer

Read a first time this 10<sup>th</sup> day of November, 2010.

Read a second time this 8<sup>th</sup> day of December, 2010.

Read a third time and passed this 8<sup>th</sup> day of December 2010

# APPENDIX B



Interest Group Interviews, Meeting & Focus Groups  
Recreation and Parks Master Plan

## **Appendix B**

### **RM of Hanover Interest Group Interviews, Meeting and Focus Groups Recreation and Parks Master Plan**

1. Shannon Scheurer	New Bothwell Reecreation Centre
2. Kelly Dueck	New Bothwell Program Coordinator
3. Ken Reimer	Blumenort Recreation Association
4. Gordon Meneer	Kleefeld Recreation Association
5. Alex Heibert	Grunthal Community Centre
6. Trevor Derksen	Grunthal Arena Board
7. Roger Harder	Blumenort Community Centre
8. Charlotte Wiebe	Mitchell Soccer
9. Curtis Dawydiuk	Hanover Ag Society
10. Henry Voth	Grunthal Senior Centre
11. Richard Harder	Eastman Immigrant Services
12. Lois Epp	Eastman Immigrant Services
13. Jake & Bev Dueck	Friedensfeld Community Centre
14. Russ Dyck	Recreation and Parks Director, City of Steinbach
15. Roger Langlais	Regional Manager, Recreation & Regional Services

In addition, information meetings a focus groups were held with each of the urban community boards and recreation associations including;

Blumenort Recreation Association  
Blumenort Community Centre Board  
Mitchell Arena Board  
Grunthal Pool Committee  
Grunthal Arena Board  
Grunthal Soccer Committee  
Grunthal Community Centre Board  
New Bothwell Community Centre Board  
Kleefeld Community Centre Board

# APPENDIX C



## Community Survey Frequencies

## Appendix C

### Rural Municipality of Hanover

### COMMUNITY SURVEY – Frequencies

1. On a scale of 1 to 10, with 1 being very poor and 10 being very good, how would you rate the overall Quality of Life in the RM of Hanover?

<b>Rate the overall quality of life in RM of Hanover</b>			
Response	Frequency	Percent	
Valid	2	1	.5
	3	1	.5
	4	2	1.0
	5	9	4.4
	6	9	4.4
	7	42	20.7
	8	67	33.0
	9	50	24.6
	Very good	22	10.8
	Total	203	100.0
Missing	System	13	
Total		216	

2. What do you value most about the RM of Hanover as a place to live, work and play? (list up to three items)

Responses from 160 respondents:

VALUE	# of respondents	% of respondents
Safe/low crime	39	24.4%
Good schools/close to schools	33	20.6
Christian community	30	18.8
Close enough to larger city/access/shopping/healthcare	29	18.1
Quiet/peaceful	26	16.3
People are friendly/good/helpful	22	13.8
Recreation opportunities	21	13.1
Services/facilities are good	17	10.6
Infrastructure is good (roads, etc)	16	10.0
Close to work/work opportunities	15	9.4
Country living/rural feeling/small town	15	9.4
Taxes are reasonable/good value	12	7.5
Family-oriented/family-friendly	10	6.3
Close to nature/wildlife	9	5.6
Lots of space, large lots	9	5.6
Fresh air/clean	8	5.0
Sense of community	7	4.4

VALUE	# of respondents	% of respondents
Affordable homes	6	3.8
Friends/family nearby	6	3.8
Good farm land/farm-friendly	5	3.1
Local business community	5	3.1
Privacy/freedom	5	3.1
Community events (fairs etc)	4	2.5
Enjoy living here	3	1.9
Government is good	3	1.9
Where I grew up/familiar	3	1.9
Low/slow traffic	2	1.3
No flooding	2	1.3
Centralized	1	0.6
Cultural diversity	1	0.6
Good quality of life	1	0.6
It's a growing community (young people moving in)	1	0.6

3. Which of the following recreation or park facilities in the RM of Hanover have you or your family used in the past year?

Facility	# of respondents	% of respondents
NONE of the facilities	23	11.0
Grunthal Arena	52	24.8
Grunthal Rodeo Grounds	48	22.9
Grunthal Outdoor Pool	25	11.9
Blumenort Recreation Centre	33	15.7
Mitchell Arena	72	34.3
Kleefeld Recreation Centre	39	18.6
New Bothwell and Area Community Centre	39	18.6
Friedensfelt Community Centre	63	30.0
Senior Drop-in Centre(s)	32	15.2
Children's Play Structures and Playground(s)	83	39.5
Community Soccer Fields	47	22.4
Ball Diamonds	53	25.2
Picnic Shelter(s)	74	35.2
Walking Trails and Paths	78	37.1
Tennis Courts	30	14.3
Skate Board and/or BMX Facilities	19	9.0
Outdoor Basketball and Hard Court Areas	10	4.8
Sand/Beach Volleyball	19	9.0
Local Parks and Open Space	100	47.6
Other facilities	16	7.6

4. Thinking of everyone in your household, what are some of your favourite recreation or leisure activities? (Please list up to five activities)

Responses from 195 individuals

Favourite activities	# of Respondents	% of Respondents
Walking inc. Walking dog	107	54.9%
Biking/cycling	81	41.5%
Swimming	59	30.3%
Hockey	45	23.1%
Camping	37	19.0%
Skating	36	18.5%
Baseball/softball/slo-pitch	32	16.4%
Park - picnics etc.	29	14.9%
Soccer (indoor or outdoor)	25	12.8%
Playground/playstructure	24	12.3%
Golf	20	10.3%
Quadding/atv/dirtbike	19	9.7%
Fishing	17	8.7%
Hunting	15	7.7%
Watching movies (at theatre)	14	7.2%
Tennis	13	6.7%
Reading	12	6.2%
Driving/tours/sightseeing/travel	11	5.6%
Volleyball	10	5.1%
Horseback riding	9	4.6%
Basketball	8	4.1%
Boating/canoe/kayak	7	3.6%
Community events (fairs etc)	7	3.6%
Curling	7	3.6%
Hiking	7	3.6%
Running/jogging	7	3.6%
Spectator sports	7	3.6%
Yardwork/gardening/landscaping	7	3.6%
Cross-country skiing	6	3.1%
Socializing - visiting family and friends	6	3.1%
Tobogganing	6	3.1%
Birding	5	2.6%
Bowling	5	2.6%
Snowmobiling	5	2.6%
Theatre/concert - attending	5	2.6%
Musical instruments/singing	4	2.1%
Restaurant/food vendor	4	2.1%
Skateboarding	4	2.1%
Archery	3	1.5%
Beach	3	1.5%
Dancing/dance classes	3	1.5%
Target/trap/skeet shooting	3	1.5%
Work-related physical activity (construction, farming etc)	3	1.5%
"Workout" unspecified	2	1.0%

Favourite activities	# of Respondents	% of Respondents
Auction/garage sales	2	1.0%
Badminton	2	1.0%
Beach volleyball	2	1.0%
Bridge/cards/cribbage	2	1.0%
Cooking/baking/BBQ	2	1.0%
Downhill skiing/snowboarding	2	1.0%
Geo-caching	2	1.0%
Hobbies (trains, RC vehicles etc)	2	1.0%
Ice racing	2	1.0%
Lawn sports (bocce, lawn-bowling, horseshoes, cricket)	2	1.0%
Mini-golf	2	1.0%
Paintball	2	1.0%
Rollerblading	2	1.0%
Shopping	2	1.0%
Sponge/street hockey, broomball	2	1.0%
Aerobic exercise/classes/machines (inc. Zumba, Aquasize, Wii Sports)	1	0.5%
Bonfires	1	0.5%
Classes - cooking, adult ed, special interest	1	0.5%
Football/rugby	1	0.5%
Go-carts	1	0.5%
Gymnastics	1	0.5%
Horse/wagon rides	1	0.5%
Indoor walking specifically	1	0.5%
Kite flying	1	0.5%
Lacrosse	1	0.5%
Museums/zoo	1	0.5%
Pets - time with, training	1	0.5%
Photography	1	0.5%
Racecar driving	1	0.5%
Ringette	1	0.5%
Snowshoeing	1	0.5%
Table tennis	1	0.5%
Tai chi	1	0.5%
Yoga/pilates	1	0.5%

5. Are there any new recreation or leisure activities that you or any members of your household are not doing now, but would like to try? (Please list up to three new activities)

Responses from 83 Individuals

New Activities	# of Respondents	% of Respondents
Watching movies (at theatre)	7	8.4%
Downhill skiing/snowboarding	6	7.2%
Swimming	6	7.2%
Cross-country skiing	5	6.0%
Dancing/dance classes	5	6.0%
Rollerblading	5	6.0%
Target/trap/skeet shooting	5	6.0%
Tennis	5	6.0%
Aerobic exercise/classes/machines (inc. Zumba, Aquasize, Wii Sports)	4	4.8%
Baseball/softball/slo-pitch	4	4.8%
Racquetball/squash	4	4.8%
Rock climbing	4	4.8%
Soccer (indoor or outdoor)	4	4.8%
Biking/cycling	3	3.6%
Geo-caching	3	3.6%
Racecar driving	3	3.6%
Sponge/street hockey, broomball	3	3.6%
Walking inc. Walking dog	3	3.6%
Waterpark	3	3.6%
"Workout" unspecified	2	2.4%
Badminton	2	2.4%
Bowling	2	2.4%
Camping	2	2.4%
Curling	2	2.4%
Fishing	2	2.4%
Go-carts	2	2.4%
Golf	2	2.4%
Hockey	2	2.4%
Horseback riding	2	2.4%
Hunting	2	2.4%
Infant/child programs	2	2.4%
Lawn sports (bocce, lawnbowling, horseshoes, cricket)	2	2.4%
Quadding/atv/dirtbike	2	2.4%
Skating	2	2.4%
Skydiving/hang gliding	2	2.4%
Track and field/marathon/triathlon	2	2.4%

New Activities	# of Respondents	% of Respondents
Yoga/pilates	2	2.4%
Archery	1	1.2%
Beach volleyball	1	1.2%
Boating/canoe/kayak	1	1.2%
Bridge/cards/cribbage	1	1.2%
Classes - cooking, adult ed, special interest	1	1.2%
Community events (fairs etc)	1	1.2%
Dog park	1	1.2%
Exercise path	1	1.2%
Football/rugby	1	1.2%
Hobbies (trains, RC vehicles etc)	1	1.2%
Indoor walking specifically	1	1.2%
Lacrosse	1	1.2%
Mini-golf	1	1.2%
Paintball	1	1.2%
Park - picnics etc.	1	1.2%
Pets - time with, training	1	1.2%
Playground/playstructure	1	1.2%
Reading	1	1.2%
REC hockey specifically	1	1.2%
Restaurant/food vendor	1	1.2%
Ringette	1	1.2%
Roller hockey	1	1.2%
Seniors programs/centres	1	1.2%
Skijoring (with dogs)	1	1.2%
Strengthening exercises/machines (inc weight training)	1	1.2%
Tai chi	1	1.2%
Ultimate frisbee	1	1.2%
Whitewater rafting	1	1.2%
Youth programs/centres	1	1.2%
Zip-line, bungee-jump	1	1.2%

6. Are there any recreation or leisure activities you now do in other communities that you would rather do in the RM of Hanover if facilities/programs existed here? (List up to three).

Responses from 90 individuals

Activities preferred in RM of Hanover	# of Respondents	% of Respondents
Watching movies (at theatre)	16	17.8%
Swimming	15	16.7%
Biking/cycling	11	12.2%

Activities preferred in RM of Hanover	# of Respondents	% of Respondents
Waterpark	9	10.0%
Mini-golf	8	8.9%
Walking inc. Walking dog	7	7.8%
Cross-country skiing	6	6.7%
Go-carts	5	5.6%
Golf	5	5.6%
Aerobic exercise/classes/machines (inc. Zumba, Aquasize, Wii Sports)	4	4.4%
Archery	4	4.4%
Soccer (indoor or outdoor)	4	4.4%
"Workout" unspecified	3	3.3%
Playground/playstructure	3	3.3%
Quadding/atv/dirtbike	3	3.3%
Reading	3	3.3%
Shopping	3	3.3%
Dog park	2	2.2%
Hiking	2	2.2%
Infant/child programs	2	2.2%
Park - picnics etc.	2	2.2%
Racquetball/squash	2	2.2%
Skateboarding	2	2.2%
Track and field/marathon/triathlon	2	2.2%
Badminton	1	1.1%
Bar/pub	1	1.1%
Baseball/softball/slo-pitch	1	1.1%
Basketball	1	1.1%
Beach	1	1.1%
Bowling	1	1.1%
Bridge/cards/cribbage	1	1.1%
Camping	1	1.1%
Classes - cooking, adult ed, special interest	1	1.1%
Cooking/baking/BBQ	1	1.1%
Curling	1	1.1%
Downhill skiing/snowboarding	1	1.1%
Driving/tours/sightseeing/travel	1	1.1%
Fishing	1	1.1%
Gymnastics	1	1.1%
Hobbies (trains, RC vehicles etc)	1	1.1%
Hockey	1	1.1%
Ice racing	1	1.1%
Paintball	1	1.1%
REC hockey specifically	1	1.1%
Restaurant/food vendor	1	1.1%
Rock climbing	1	1.1%
Running/jogging	1	1.1%
Skating	1	1.1%
Tennis	1	1.1%

Activities preferred in RM of Hanover	# of Respondents	% of Respondents
Theatre/concert - attending	1	1.1%
Tobogganing	1	1.1%
Volleyball	1	1.1%
Yardwork/gardening/landscaping	1	1.1%

7. On a scale of 1 to 10 with 1 being dissatisfied and 10 very satisfied, how satisfied are you with the supply and quality of recreation and parks facilities in the RM of Hanover?

**Satisfaction with supply and quality of facilities**

		Frequency	Percent
Valid		2	1.0
		3	3.5
		4	4.0
		5	12.1
		6	10.1
		7	23.6
		8	28.1
		9	11.1
	Very satisfied	13	6.5
Total	199	100.0	
Missing	System	17	
Total		216	

8. In your opinion are new, improved or expanded INDOOR recreation facilities needed in the RM of Hanover?

**New/improved indoor recreation/leisure facilities needed in RM of Hanover**

		Frequency	Valid Percent
Valid	No	106	50.0
	Yes	106	50.0
	Total	212	100.0
Missing	System	4	
Total		216	

IF YES, which new, improved or expanded INDOOR facilities and spaces are needed?  
(please list up to three facilities)

New, improved or expanded INDOOR facilities	# of Respondents	% of Respondents
Hockey rink	39	36.8%
Basketball/volleyball/badminton	13	12.3%
Gym/fitness	13	12.3%
Community centre	11	10.4%
Movie theatre	11	10.4%
Swimming pool	10	9.4%
Track (running)	10	9.4%
Curling rink	8	7.5%
Soccer/baseball	8	7.5%
Indoor play structure (for rentals etc)	7	6.6%
Multiplex or rec centre	7	6.6%
Waterpark	6	5.7%
Mini golf	4	3.8%
Art centre/performing arts	3	2.8%
Convention centre	3	2.8%
Squash	3	2.8%
Go-karts	2	1.9%
Shooting range	2	1.9%
Skatepark	2	1.9%
{More facilities overall}	2	1.9%
{Facilities for young people}	1	.9%
{For families}	1	.9%
{in Grunthall}	1	.9%
{In Sarto area}	1	.9%
Library	1	.9%
Rock climbing	1	.9%
Roller hockey	1	.9%
Rollerskating rink	1	.9%
Senior centre	1	.9%
{in Blumenort}	1	.9%
Dance/gymnastics studio	1	.9%

Indoor facilities needed, by residence of respondent:

Number of respondents from each community who mentioned each new, improved or expanded INDOOR facility:	In or near Grunthal	In or near Blumenort	In or near Kleefeld	In or near Mitchell	In or near New Bothwell	On a rural property	Other	TOTAL
hockey rink	13	5	3	12	2	3	1	39
basketball/volleyball/badminton	1	2	6	3	1	0	0	13
gym/fitness	4	1	3	3	1	0	0	12
community centre	2	0	1	3	1	3	1	11
movie theatre	1	1	2	5	0	2	0	11
swimming pool	2	1	1	3	1	1	0	9
track (running)	2	1	1	3	1	1	0	9
curling rink	2	1	1	1	1	2	0	8
soccer/baseball	1	1	2	2	0	2	0	8
multiplex or rec centre	1	2	1	0	1	2	0	7
indoor play structure (for rentals etc)	1	1	1	1	2	0	0	6
waterpark	2	0	1	1	0	2	0	6
mini golf	0	1	1	1	0	1	0	4
art centre/performing arts	1	0	0	2	0	0	0	3
convention centre	1	1	0	0	0	1	0	3
squash	0	1	1	0	0	1	0	3
{overall}	2	0	0	0	0	0	0	2
go-karts	0	0	0	2	0	0	0	2
shooting range	1	1	0	0	0	0	0	2
skatepark	0	0	0	0	1	1	0	2
{For families}	0	0	0	1	0	0	0	1
{for young people}	0	0	0	1	0	0	0	1
{in Grunthal}	1	0	0	0	0	0	0	1
{In Sarto area}	0	0	0	0	0	0	1	1
dance/gymnastics studio	1	0	0	0	0	0	0	1
library	0	0	1	0	0	0	0	1
rock climbing	1	0	0	0	0	0	0	1
roller hockey	0	0	1	0	0	0	0	1
rollerskating rink	1	0	0	0	0	0	0	1
senior centre	1	0	0	0	0	0	0	1
	26	11	14	30	6	14	2	103

9. In your opinion are new, improved or expanded OUTDOOR recreation or parks facilities needed in the RM of Hanover?

**New/improved outdoor recreation/leisure facilities needed  
in RM of Hanover?**

		Frequency	Valid Percent
Valid	No	131	61.8
	Yes	81	38.2
Total		212	100.0
Missing	System	4	
Total		216	

IF YES, which new improved or expanded OUTDOOR parks or facilities are needed?

New, improved or expanded OUTDOOR facilities	# of Respondents	% of Respondents
Play structures	18	21.7%
Walking path	18	21.7%
Park amenities (bathrooms, shelters etc)	15	18.1%
Bike trails	10	12.0%
Parks/green space	10	12.0%
Baseball	8	9.6%
Hockey rink	6	7.2%
Splash pad	5	6.0%
Tennis	4	4.8%
Soccer	3	3.6%
Waterpark	3	3.6%
{Rec centre}	2	2.4%
Band/stage in park	2	2.4%
Dog park	2	2.4%
Go kart	2	2.4%
Golf	2	2.4%
Motocross park	2	2.4%
Pool	2	2.4%
Skateboard park	2	2.4%
Ski hill	2	2.4%
Target range	2	2.4%
{In Kleefeld}	1	1.2%
{More facilities for young people}	1	1.2%
{More facilities overall}	1	1.2%
{Use environmentally friendly products}	1	1.2%

Number of respondents from each community who mentioned each new, improved or expanded OUTDOOR facility:

	In or near Grunthal	In or near Blumenort	In or near Kleefeld	In or near Mitchell	In or near New Bothwell	On a rural property	Other	TOTAL
Golf	0	0	0	1	1	0	0	2
Motocross park	0	0	0	1	1	0	0	2
Skateboard park	0	0	1	0	0	1	0	2
Ski hill	0	0	0	1	0	1	0	2
Target range	0	1	0	0	1	0	0	2
{For young people}	0	0	0	1	0	0	0	1
{In Kleefeld}	0	0	1	0	0	0	0	1
{Overall}	1	0	0	0	0	0	0	1
{Use environmentally friendly products}	0	0	0	0	0	1	0	1
Adrenaline Adventures	0	0	0	1	0	0	0	1
Ballhockey rink	0	0	0	0	0	1	0	1
Basketball	0	0	1	0	0	0	0	1
BMX trails	0	0	0	0	0	1	0	1
Camping	1	0	0	0	0	0	0	1
Drive-in theatre	0	0	0	1	0	0	0	1
Mini golf	0	0	1	0	0	0	0	1
Pool	1	0	0	0	0	0	0	1
Safety features (lights)	1	0	0	0	0	0	0	1
Sand volleyball	0	0	0	1	0	0	0	1
Toboggan	0	0	1	0	0	0	0	1
Track	0	1	0	0	0	0	0	1
	21	8	14	20	5	12	1	81

10. Currently a home with an assessed value of \$250,000 pays \$115.00 of the municipal portion of property taxes toward recreation and parks services in the RM of Hanover. If new, improved or expanded recreation and parks facilities were developed, what is the maximum increase in your annual property taxes you would be willing to pay for these facilities? (Please check only ONE item that best represents your view).

**Tax increase to pay for new/improved facilities**

		Frequency	Percent
Valid	None - no tax increases	87	41.8
	\$1 - \$60 per year	85	40.9
	\$61 - \$120 per year	29	13.9
	\$121 - \$180 per year	5	2.4
	Over \$180 per year	2	1.0
	Total	208	100.0
Missing	System	8	
Total		216	

11. Currently there are a number of aging community centres and arenas located in communities within the RM of Hanover. When these facilities require major renovations or replacement, which of the following options would you favour?

**What to do with aging indoor arenas**

		Frequency	Percent
Valid	upgrade/replace in communities	122	60.4
	Plan new centralized multiplex	57	28.2
	Do nothing	8	4.0
	Upgrade existing AND build new	10	5.0
	Other	5	2.4
	Total	202	100.0
Missing	System	14	
Total		216	

12. For each of the following age categories, how satisfied are you with existing recreation and leisure opportunities in the RM of Hanover.

	Infants (1-5 years)	Children (6-12 years)	Youth (13-15 years)	Youth (16-17 years)	Adults (18-54 years)	Older adults (55-64 years)	Seniors (65+ years)
Very Dissatisfied	6.5%	1.7%	2.5%	3.4%	1.3%	4.3%	6.7%
	18.5	5.0	8.2	15.4	8.6	11.8	13.3
	28.3	32.2	41.0	30.8	40.1	31.2	30
	29.3	46.3	36.1	39.3	41.4	34.4	31.1
Very Satisfied	17.4	14.9	12.3	11.1	8.6	18.3	18.9

	Infants (1-5 years)	Children (6-12 years)	Youth (13-15 years)	Youth (16-17 years)	Adults (18-54 years)	Older adults (55-64 years)	Seniors (65+ years)
Mean score	3.33	3.68	3.48	3.39	3.47	3.51	3.42
% that was missing	57.4%	44.0%	43.5%	45.8%	29.6%	56.9%	58.3%

13. For each of the following activity categories, how satisfied are you with existing recreation and leisure opportunities in the RM of Hanover?

	Fitness activities	Recreation level sports	Competitive level sports	Social activities	Special events/festivals	Visual arts/crafts	Performing arts	Outdoor recreation.
Very Dissatisfied	3.5%	0.7%	0.7%	2.8%	0.6%	5.8%	5.4%	3.0%
	17.4	9.4	8.0	11.1	6.5	15.5	16.2	8.5
	37.5	26.2	26.8	41.7	29.0	33.0	36.9	32.9
	27.1	45.6	43.5	29.2	39.1	32.0	27.0	40.9
Very Satisfied	14.6	18.1	21.0	15.3	24.9	13.6	14.4	14.6
Mean score	3.32	3.71	3.76	3.43	3.81	3.32	3.29	3.55
% that was missing	33.3%	31.0%	36.1%	33.3%	21.8%	52.3%	48.6%	24.1%

14. Which of the following factors limit you or members of your household from participation in recreation or leisure activities in the RM of Hanover? (Please circle all that apply)

Facility	# of respondents	% of respondents
Nothing limits participation	81	40.1
Cost	57	28.2
Lack of facilities/programs	48	23.8
Location of facilities/programs	37	18.3
Disability or physical limitation	20	9.9
Other	18	8.9
Quality of facilities/programs	18	8.9
Lack of childcare services	14	6.9
Geographic isolation	10	5.0
Lack of transportation	9	4.5

15. People have many reasons for taking part in recreation and leisure activities. How important are each of the following reasons in YOUR decision to take part in YOUR favourite recreation or leisure activities?

	To compete with others	For fun/enjoyment	To gain new/improved skills and knowledge	For a challenge or thrill	To express creativity	For health/wellness	To socialize	To relax/stress relief	To enjoy nature	To be with family
Not at all important	51.0%	5.0%	12.0%	18.7%	18.5%	5.0%	7.1%	5.6%	4.0%	4.5%
	13.0	1.0	9.9	11.9	21.2	1.0	6.1	3.0	1.0	1.5
	16.1	7.5	30.7	25.4	25.4	13.5	19.3	18.2	11.0	8.0
	14.6	30.2	32.3	35.8	25.4	39.0	41.6	40.4	38.0	30.2
Very important	5.2	56.3	15.1	8.3	9.5	41.5	25.9	32.8	46.0	55.8
Mean score	2.10	4.32	3.29	3.03	2.86	4.11	3.73	3.92	4.21	4.31

## Demographics:

16. Gender of respondent:

<b>Gender of respondent</b>			
		Frequency	Percent
Valid	Female	108	52.9
	Male	96	47.1
	Total	204	100.0
Missing	System	12	
Total		216	

17. Age of respondent:

<b>Age of respondent</b>			
		Frequency	Percent
Valid	16	1	.5
	21	1	.5
	23	1	.5
	25	3	1.6
	26	2	1.0

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27	2	1.0
28	1	.5
29	2	1.0
30	5	2.6
31	4	2.1
32	3	1.6
33	6	3.1
34	3	1.6
35	7	3.6
36	5	2.6
37	2	1.0
38	2	1.0
39	2	1.0
40	10	5.2
41	2	1.0
42	5	2.6
43	5	2.6
44	4	2.1
45	6	3.1
46	5	2.6
47	4	2.1
48	8	4.1
49	4	2.1
50	8	4.1
51	3	1.6
52	5	2.6
53	6	3.1
54	2	1.0
55	3	1.6
56	4	2.1
57	4	2.1
58	4	2.1
59	2	1.0
60	6	3.1
61	4	2.1
62	5	2.6
64	2	1.0

65	5	2.6
66	1	.5
67	2	1.0
68	3	1.6
70	3	1.6
71	3	1.6
72	1	.5
73	1	.5
75	2	1.0
76	1	.5
78	2	1.0
79	1	.5
80	2	1.0
83	1	.5
84	1	.5
85	1	.5
Total	193	100.0
Missing System	23	
Total	216	

18. Number of adults/children in household

<b>Number of adults in household</b>			
		Frequency	Percent
Valid	1	11	5.4
	2	151	73.7
	3	25	12.2
	4	14	6.8
	5	4	2.0
Total		205	100.0
Missing System		11	
Total		216	

<b>Number of children in household</b>			
		Frequency	Percent
Valid	0	107	52.2
	1	22	10.7
	2	39	19.0
	3	20	9.8
	4	10	4.9
	5	6	2.9
	6	1	.5
Total		205	100.0
Missing System		11	
Total		216	

9. Number of years living in RM of Hanover

<b>Years living in RM of Hanover</b>			
		Frequency	Percent
Valid	LT 6 months	1	.5
	6 months	2	1.0
	1.00	5	2.5
	1.50	1	.5
	2.00	3	1.5
	3.00	2	1.0
	4.00	5	2.5
	5.00	4	2.0
	6.00	7	3.5
	6.50	1	.5
	7.00	5	2.5
	8.00	4	2.0
	9.00	1	.5
	10.00	4	2.0
	11.00	2	1.0
	12.00	2	1.0
	13.00	4	2.0
	14.00	3	1.5
	15.00	5	2.5
	16.00	3	1.5
	17.00	1	.5
	19.00	3	1.5
	20.00	7	3.5
	21.00	3	1.5
	22.00	1	.5
	23.00	2	1.0
	24.00	3	1.5
	25.00	9	4.5
	26.00	3	1.5
	27.00	5	2.5
	28.00	4	2.0
	29.00	3	1.5
	30.00	8	4.0
	31.00	1	.5
	32.00	2	1.0
	33.00	4	2.0
	34.00	2	1.0

	35.00	8	4.0
	36.00	4	2.0
	37.00	1	.5
	38.00	2	1.0
	39.00	2	1.0
	40.00	7	3.5
	42.00	2	1.0
	43.00	2	1.0
	44.00	3	1.5
	45.00	4	2.0
	46.00	4	2.0
	47.00	3	1.5
	48.00	1	.5
	50.00	6	3.0
	52.00	1	.5
	53.00	1	.5
	54.00	1	.5
	55.00	1	.5
	56.00	1	.5
	57.00	1	.5
	59.00	1	.5
	60.00	2	1.0
	61.00	1	.5
	62.00	3	1.5
	63.00	3	1.5
	64.00	1	.5
	65.00	1	.5
	66.00	1	.5
	67.00	1	.5
	68.00	1	.5
	72.00	1	.5
	73.00	1	.5
	75.00	1	.5
	80.00	1	.5
	84.00	1	.5
	Total	200	100.0
Missing	999.00	16	
Total		216	

20. Marital Status:

<b>Marital status of respondent</b>			
		Frequency	Percent
Valid	Single (never married)	5	2.4
	Married/Common-law	189	91.7
	Common-law	2	1.0
	Divorced/separated	4	2.0
	Widowed	6	2.9
	Total	206	100.0
Missing	System	10	
Total		216	

21. Income level:

<b>Total annual household income</b>			
		Frequency	Percent
Valid	Less than \$20,000	9	5.4
	\$20,000 to \$29,999	15	8.9
	\$30,000 to \$49,999	32	19.0
	\$50,000 to \$69,999	49	29.2
	\$70,000 to \$89,999	29	17.3
	\$90,000 to \$109,999	12	7.1
	\$110,000 to \$129,999	6	3.6
	\$130,000 to \$149,999	4	2.4
	More than \$150,000	12	7.1
Total	168	100.0	
Missing	System	48	
Total		216	

22. Employment status:

<b>Employment status of respondent</b>			
		Frequency	Percent
Valid	Employed/self-employed full time	120	58.2
	Employed/self-employed part time	40	19.4
	Unemployed	14	6.8
	Retired	30	14.6
	Student	2	1.0
	Total	206	100.0
Missing	System	10	
Total		216	

23. Place of residence:

<b>Region of RM of Hanover</b>			
		Frequency	Percent
Valid	In or near Grunthal	48	23.2
	In or near Blumenort	22	10.6
	In or near Kleefeld	25	12.1
	In or near Mitchell	56	27.1
	In or near New Bothwell	14	6.8
	On a rural property	33	15.9
	Other	9	4.3
	Total	207	100.0
Missing	System	9	
Total		216	

# APPENDIX D



Community Survey, 2013 - General Comments

**Appendix D**  
**RM of Hanover Community Survey, 2013**  
**General Comments**

*Is there anything else you would like to tell us about recreation and parks services in the RM of Hanover? If so, please use this space below or attach a separate sheet.*

I grew up in RM of De Salaberry but went to school, worked and owned a business in Hanover. We've just moved into Hanover and have a child in kindergarten. Just getting into sports. I would love to see more offered in our area.
We have lived in Grunthal for 1 year. We love going to the park and we love going to the pool. The park sometimes gets messy with garbage but other than that it's great. The Grunthal pool is very reasonably priced which is awesome
I do not make use of any of the indoor or outdoor recreation facilities, so I am not concerned one way or another.
On some of the questions I didn't respond because I don't really have an opinion.
Make good use/smart use of tax payer dollars
Not about recreation but would love BETTER ROADS!
From visiting with others, seems like this survey is only going to younger generation?? I personally believe what Steinbach is doing with the new multiplex is stupid. Why not design a new facility on the outskirts of the city where there is plenty of room? Why try cramming it downtown? From the viewpoint of a construction project manager/estimator, what Steinbach is doing is not very smart.
Our family has lived in another rural RM before moving to Hanover, where health care was distant, and most other needs required driving at least 20 miles. Employment meant for most to drive 75 miles to Winnipeg. Here a farmer who operates on a small scale can take on a part time job. All farming is also easier with all needs so readily available. WORK can also be recreational.
We need at last a 2-screen movie theatre in Steinbach. Outdoor and/or indoor mini-golf. More drop in centres (pool tables, darts, etc). Drive in movie theatre.
Recreational centres often restrict participation by skill level (i.e. hockey). Recreation centres should compliment the wellness of the majority of the community. Emphasis should be on fitness, health, family participation and relaxation. The tax burden for these facilities should not be placed on farmland and businesses but on all households.
You will not be able to please all the people. But it is important for this time we are in for a place to have people be able to get together and socialize and have recreation at the same time.
It would seem anything to expand recreation and leisure facilities in the Hanover Municipality is going to need more tax dollars from area residents. As taxes are increasing most every year as it is, I think most people would agree that we don't need more taxation to facilitate more leisure and recreation centres.
We could use more family oriented parks like the small one in Mitchell. Biking/hiking/horseriding trails would be nice. We do like living in Hanover, Thanks. The

attitudes and atmosphere in skate board parks ruins the usefulness of them.
Would love to see walking paths in Grunthal or possibly at the park. It sounds like the committee is working on a great plan for the land!
It is getting harder and harder to find volunteers to do physical work, for example, lawn cutting and upkeep of local parks. Arena caretakers get paid. Maybe park personnel should have some compensation also.
Our own kids are almost grown now and heading to university. We have very little need for the rec facilities at this point in our lives. However, our kids did use the rec facilities in younger years, so we do understand and value the need for rec facilities to be maintained and upgraded for our current and future children in the community.
Only complaint I could make would be Friedensfeld ball diamonds. What once were the best fields around became the absolute worst last year. Why they made them worse by "fixing" them is beyond me. Other than that, all parks I've been in are clean and in very good shape.
Do NOT centralize. The local facilities is what makes the small towns great.
I find that we have no choice but to travel to Winnipeg to do activities with our family. We have very few evening entertainment options and almost nothing for young families (0-5 old children). I also see many of the facilities are run down and in disrepair - some are even safety hazards. It would be wonderful to see our communities take pride in our public spaces.
Parks and picnics are very worthwhile projects. And should be well maintained and useable for all ages.
I think user fees should pay for most indoor recreation needs. I would like increase a subsidies from the RM for library membership in Steinbach (other RMs provide more). Also some subsidies for swimming lessons in Steinbach. Swimming is an essential life skill - hockey, baseball, etc are not.
Rather than spending more money on recreation and parks, spend more money on the roads so that people can drive safely to their recreation and parks. Our roads are mostly in poor condition.
We would lean towards outdoor recreation, or physical recreation as opposed to video or gaming arcades.
Summer in the City is a highlight and is being very well done. The soccer program in our community is also thriving. A sense of community is very present at the Steinbach Soccer Park. It would be great to have a bike path extending down the #52 to Mitchell, and around the Southeast portion of the city.
We appreciate the care that the RM gives the parks and greenspace in maintaining and upkeep. Thank you!
<p>a) A brochure/paper listing all the bike/walking paths in the RM of Hanover would be a valuable and handy guide.</p> <p>2) Also a compilation of historical sites might add to one's pride in our Municipality eg. Old school sites, location of old cheese factory etc. Not everyone has grown up here or is knowledgeable of the past.</p> <p>3) Some type of outreach to the influx of newer Canadians needs to be considered. Will these larger families make use of expensive, expanded mutliplexes? As they are assimilated into the community, will they take an active role in our blending of cultures? I certainly hope so.</p>

Need more activities to keep teenagers entertained. Movie theater, drop zone, pool hall etc.
We have 4 children. All brought up in private school, and we are very happy for that. Never trouble with the law, they are all Christians and have Christian partners. Our school has right now 49 students and we already getting (??) in for the next school year. All these families paying school tax but having trouble getting Hanover School gyms for programs or skating rink for the children to go skating. I believe we should benefit little more from that, thank you.
It would be nice to see more or better sidewalks. So many school kids have to walk on the STREET (The pool should be in town)
Recreation is important but roads are more important. Before our tax dollars are spent on recreation give our roadways a good look first.
Overall I am pleased with the vision and planning done in the RM of Hanover
good snow removal when we have snow
We just moved here recently and still haven't had a chance to go around the RM. So far, I/We haven't heard/found information about kids' activities (similar to the Leisure Guide in Winnipeg) in the area
Cost of too much money, roads need repair, drains need to be done right away.
Unwilling to have an increase in property taxes for recreation purposes. Make recreation a user pay system if you want to provide more or better recreation services.
It's good to see areas where you can go have a good time and have fun rather than find people who want to sell them drugs and destroy property
Tennis courts in Blumenort need to be fixed (it's hard to find an open tennis court). More walking/biking paths.
Over the years we have made considerable use of the parks and arena in Mitchell. I think it's very important to have and maintain good facilities and green space. I would love to see the development of bike trails throughout the RM - between the different communities and if possible away from roadways, like between fields or along creeks. I appreciate the support of the library but giving full support so we could pay fees through our taxes and have a regional library would be so much better.
The park facilities all seem to need updating in the Steinbach and Blumenort area. You cannot go use school parks until after school, and the parks need more.
Why are you asking our opinion when you just do what you want anyway?
We need more winter activities such as downhill skiing, x-country skiing, and not so much on hockey. We need more winter sports to keep us healthy.
More bicycle paths and walking trails. Making swimming pools more affordable for families and retired ones.
I would prefer to see world class facilities in a centralized location rather than inferior cheap facilities in specific communities.
People love the new washroom in Kleefeld and new lights. Love the school.
As Mitchell continues to grow we feel it would be a good idea to explore the possibility of a walking/bike underpass across the 52 Highway to ensure safe passage for children and pedestrians heading into Mitchell from the south.
A balanced steady approach is better than windfall/collapse cycles. Voluntary work/money-raising is not a bad way to fund some of that (..sp..?)

<p>If I want to put my 4 year old son in any sports activity it's either in Steinbach, Mitchell, or Otterburne. Why Grunthal doesn't have a soccer or baseball program for ages 3-4 is questionable. Also not to have any bathroom access near public parks when your child is potty training or otherwise it's so inconvenient to pack everyone up to get in the car and go out looking for a bathroom. Many parks have at least summer portapotties. I doubt it would be very expensive.</p>
<p>I feel local community - individual community facilities are IMPORTANT. Centralizing to one large facility really limits the members that can use and enjoy it due to travelling, childcare etc. Access to library facilities would be great! Either Jake Epp or school libraries.</p>
<p>I think it is time we build new arenas and sports complexes. During the hockey season we are filled to over capacity. Maybe consider more nature trails and campgrounds.</p>
<p>1) The playground at Friedensfeld is not conducive for young kids. There are no swings for babies and very young kids. The gravel is too thick for these kids to walk on.  2) What can I do about neighbours who have 1/2 doz to a doz vehicles on their yard at any given time, approximately half of which are trashed - used for tinkering and parts. And one truck without a muffler - wakes us up at 5:30am or 12:30am - whenever he comes or goes!</p>
<p>Landfill sites too far away, we use the Steinbach landfill and have to pay a fee.</p>
<p>We have been quite happy with the improvements made to our park. My biggest issue in our town is the road going to the school. It is too narrow, and not up to standards that it should be. In spring it becomes almost undriveable some years. I think it's time to improve that road.</p>
<p>Our family enjoys using the Grunthal Motocross Track. It is one of the best facilities in the province and country. It would be great to get a chance to use it more frequently, more races/year or more practice days/ week.</p>
<p>I think Kleefeld has quite a bit of variety for a small community, but much of it is old and needs some improvement eg. Tennis courts, paved path at park, playground equipment, rec centre. The ball diamonds could use some improvement, but this would probably be a waste of money unless someone would organize a recreational softball league/teams in the community - especially for children would be great.</p>
<p>Consider pathways not only in communities but join communities for increase walking, cycling, etc. For instance between Steinbach and Mitchell, increase number in Steinbach, increase number in Mitchell, between Steinbach and Blumenort, La Broq etc. Utilize existing school gyms for external recreational activity.</p>
<p>Only complaint - we need road improvements.</p>
<p>We have camped and cycled in Minnesota a lot. There are hundreds of miles of paved bike trails all over (not on roads). Wonderful campgrounds and bike trails! This makes quality of life for families!</p>
<p>Willing to pay more taxes but when this happens the money that is designated for recreation/parks does not usually get spent as designated. Rarely does one see improvements made even when tax dollars go up.</p>
<p>A walking path/biking path connecting Mitchell with Steinbach I believe would be very beneficial.</p>
<p>The RM of Hanover is one of the most well cared-for areas of Manitoba. Parks are beautiful and welcoming to all. Maintenance of existing recreation and parks services are well done, and</p>

shows pride and care.
Keep taxes down. Go together with larger community (Steinbach) and get 1 nice place arena.
Where is the beach in Hanover?
For a preplanned family picnic it would be nice to have a tarp ready to hang up to close 2 sides of picnic shelter when wind and rain come. Maybe the bale farmers would have a good used tarp for this or know where to get one.
My concern is that extra recreational spending which will only be used by few, will drive up our taxes which, in this economy, will cause difficulties to home owners.
They appear to be an after-thought
it keeps on improving. Facilities are generally not bad!
We need an indoor fitness /rec centre. It's sad that there's no youth basketball in Hanover. Kleefeld needs an indoor facility. There's NOTHING to do here in the winter except ice skating.
There is no municipality better than Hanover! We Love Ag Days!
We now have 3 teenagers but when our children were growing up we often wished there was more to do locally (movie theatres, more swimming facilities, more indoor skating rinks, better parks, biking paths, jogging facility...). I think newcomers (we moved here in 2002) should be made more aware of what there is to do. It took us years to find out certain things that are out there. More awareness making needs to be done.
Need more portapotties closer to where the kids play some of their ball games, makes it less of a nuisance to run to only one shitter when you're at the other end of the field. If you have small kids you will understand!
Each community needs to have its own community centre - and it needs to be maintained so that people enjoy going there. Community is so important - at every age. The park that is closest to our house in New Bothwell is on Fernwood. However, I rarely take my kids there because the play structure literally shakes when you climb on it. (even when my 3 year old climbs on it). Not to mention most of the components that once made it a play structure are all broken off (all the monkey bars, a climbing rope and a small merry-go-round). And the sand box is actually a weed box. I hate to sound like I'm complaining but it looks terrible, is really not a lot of fun and it's actually dangerous too. I would like to see it fixed or else just taken down. Also, my husband plays slow pitch on the Steinbach diamonds and he says they need to be harrowed because the ground (infield) is way too hard.
Bring back the theatre, make it bigger (more shows playing at once). We need water parks or a go cart park for all the children that have working parents, they need something to do other than getting themselves into trouble all the time. "From a mom that grew up with wishing there was those things she could have gone to"
fund new facilities by increasing user fees not taxes.
It would be great to be able to have a library that we could use free of charge like in st. Pierre. I pay \$40 a year to use that library and it's wonderful for adults and children. It would also be great to be able to use our tax-paid gyms more freely or at least without insurance like in De Salaberry.
Having only 2 children under 5, we are not fully aware of all of the rec facilities in Mitchell. I'm not sure if soccer is offered, but I would like that option in Mitchell. We enjoy the parks in town and loved the toboggan slide this winter.

I would love to have a splash park in Mitchell. Also, swimming lessons for our children are only available in Steinbach. As non-residents we have to pay an extra \$25/child per lesson more than Steinbach residents. It would be nice to be reimbursed this amount from the RM as there is not an alternative for lessons. Swimming lessons are very important for all children and the cost is more than all families can afford. The outdoor pool in Grunthal is not an option for young children.
Thank you for taking time to consider our recreation development! I hope you love your job.
Please build a movie theatre with the same price range as the previous one. We need more recreation for teenagers.
no increase on taxes
It is disappointing to have a wonderful library and have to pay for the services because we live in Mitchell. We are in the RM of Hanover but there is no other library. Also that we have to pay extra for swimming lessons. This is the RM of Hanover so these should be included.
Please pass this note to right Department, thank you!!!: Centre Street South has about 80% of Mitchell traffic. Instead of very badly patching Centre Street South please re-pave it. You should really do a traffic count and see the condition of the first kilometer.
The new tennis courts in Mitchell were not used all that much last summer. A mini-golf course would appeal to all ages. The BMX course in Mitchell is great for smaller children, but something more challenging for the older ones is needed. The outdoor ice rink in Mitchell used to be well-maintained and was used constantly. The zamboni needs to be out there very regularly to keep it in good condition.
Facilities that are self-sustaining are good. If taxpayers need to support a facility it is not being used enough by "all". Maybe a multiplex would be in order. I think proper paved streets to ride bike, rollerblade etc would be good. More properly paved country roads would be better than more facilities (NOT SEAL COAT - waste of money)
fixing roads and ditches
I believe more green spaces are needed. With so much development in our day and age I think equal development should be given to more green spaces in these developments. More consideration when alluring developers to build their development next to people who are used to green space and privacy.
Recycling of disposable materials and pesticide bans are top priority to keep the facilities healthy and to keep the programs sustainable. Pools should use salt instead of chemicals. I'm allergic to chlorine and can't swim if chlorine is in use. I would also like to see fruit trees in the parks for public picking. Thank you for asking!
Provide picnic shelters/tables in Kleefeld where the family can spend time together and meet/know people in the community.
walking/running is the best exercise and the need for an indoor track is becoming quite obvious eg. "Run for mom"
implement user fees to control taxes and fund improvements
I would hope that my tax dollars are not being used for improvement in locations where they receive Casino and Lottery moneys every year for recreation improvements. I don't believe that I have ever noticed that the Blumenort are received any. There are a few places in the RM of Hanover that receive these Casino and Lottery grants.

Do not raise taxes anymore! I think Hanover has taken too many lessons from our NDP government already. When you tell people you're going to improve their paved road by turning it back into a gravel road, what kind of a sick joke is that? Maybe you should first maintain our roads before spending money on recreation!