

Prepared for

Government of Newfoundland and Labrador

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Happy Valley – Goose Bay, NL

Labrador Regional Recreational Facilities Study

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Executive Summary

The Central Labrador Region has a relatively young population with high rates of in-migration from other areas within Labrador and the island portion of the Province. The urban area of the Region, Happy Valley – Goose Bay, functions as the main employment and service centre and hosts major sporting and recreation events such as the Labrador Winter Games. The Region enjoys a strong recreational volunteer base and high participation rates in a variety of organized sports as well as unorganized and/or noncompetitive recreational pursuits. In some cases, however, recreational facilities either do not exist or are inadequate to satisfy current user demand.

Recreation resources in the Region are restricted in their use through policy (5 Wing Military Base), Reserve priority (Sheshatshiu Innu Reserve), undersized gymnasiums (Labrador School Board) and outdated multipurpose gym/pool services (Labrador Provincial Training Centre). Facilities in the area are not meeting the needs of either local or regional populations in Labrador.

Based on demographic research, recreational trend analysis and facility level of service determinations outlined in Sections 2 through 4 of this document as well as extensive interviews with sport organization representatives, facility managers, community leaders and client representatives, the most significant findings of this study have been outlined in a series of ranked recreational development recommendations. It was recommended that the highest priority for new facility development should be an indoor aquatic facility suitable for a range of instructional, recreational, therapeutic, and competitive programming. Building on the potential shared cost effectiveness of a multipurpose aquatics structure is the tandem development of an indoor walking/running track and multi-purpose gymnasium.

Based on these recommendations, a comprehensive regional recreational facilities strategy should be developed. Steps in this strategy would be:

1. Structural assessment of the Labrador Provincial Training Centre and swimming pool to confirm condition before proceeding with new facility development or detailed master planning assessment.
2. Development of a detailed Recreation Master Plan including draft facility designs/plans and initial costing estimates.
3. Gaining initial commitments of development funds from local, provincial and federal government sources as well as any other means that may be available (grants, local fundraising, etc);
4. Determining a facility financial plan and governing structure. The establishment of an acceptable cost sharing and management structure will be an essential step toward achieving the recommendations of this Study; and
5. Achieving regional “buy-in” to the Master Plan in terms of potential facilities to be developed, possible user fees, and /or tax based funding formulas and use priorities.

The provision of these recommendations will contribute greatly to the future health and welfare of the Central Labrador Region and to its continuing role as a service, employment, recreation and residential destination for Newfoundland and Labrador.

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1 Introduction

1.1 Project Mandate

Hatch Mott MacDonald in association with Leisure Logistics was retained by the Government of Newfoundland and Labrador on February 18, 2008 to complete a study of regional recreational facilities in Central Labrador. The Study encompasses an inventory of existing facilities and services; an assessment of recreational needs (based on stakeholder perspectives and a comparison with national standards for recreational service levels); a demographic profile of Central Labrador; consultation with sport groups and support organizations; and potential project development scenarios. The ultimate goal of the study was to determine a detailed “snapshot” of the regional community with respect to current recreation needs and to make recommendations for the future development of facilities and programming in Central Labrador.

1.2 Process and Timeline

Hatch Mott MacDonald followed a step-by-step approach for the study with an emphasis on broad stakeholder consultation. The Project Team operated under tight timelines, with a six week project period encompassing information gathering, stakeholder consultations, analysis, and formulation of recommendations on strategic development priorities.



During the project mobilization stage, relevant information was collected and reviewed and a week long series of stakeholder consultation meetings were arranged throughout the region. During the first week of March, 2008, the project team met with sport organizations, municipal and community representatives, Aboriginal organizations, School Board administration, government officials, health professionals, and business representatives to solicit input on current recreational services and a vision for the future.

In order to establish standardized responses from a diverse stakeholder group, the consultation meetings sought information relevant to the interests of the participants and solicited input on the following key questions:

Visioning Approach

“If we were going to provide new or modified structures three years from today, tell me what you see happening.”

“Tell me what you see, in realistic terms, what your vision is for the provision of sport and recreation programs and services for Central Labrador.”

Impacts & Outcomes

“If nothing happens in the next 5-10 years, in terms of programs & services;
What is the impact on?”

Programs & Services
Lifestyle of the Community



“If there are modifications or upgrades, in terms of programs & services;
What is the impact on?”

Programs & Services
Lifestyle of the Community

“If money was no object and anything goes;
What is the impact on?”

Programs & Services
Lifestyle of the Community

Following stakeholder consultations, the project then shifted to the technical analysis of recreation trends, existing facility levels of service (LOS) and the area's ability to accommodate present and future recreational needs.

Emphasis was placed on comparing participant opinions of priority facility needs with public recreational facility standards or benchmarks published by the Lifestyle Information Network (<http://adp.lin.ca>). Mindful that recreation planning must consider fiscal realities, the analysis of development scenarios focused squarely on how different options compared in terms of achieving sport and recreation goals, and providing the most benefits to the most people at a practical cost.

1.3 Regional Benefits

Changing values towards the environment and healthy lifestyle choices are now major public policy priorities at the municipal, provincial and national levels.

Federally, Sport Canada has entered into bi-lateral agreements with Provinces and Territories to improve, expand and enhance the delivery of recreation and sport activities to Aboriginal communities.

The Province of Newfoundland and Labrador is presently in a three year bilateral with Sport Canada to increase sport and recreation participation within its Aboriginal family and this work is centred out of the Provincial Training Centre in Happy Valley – Goose Bay.

The realization of facility development and operational goals as outlined in this report will play a major part in contributing the following benefits to Central Labrador and the greater region:

Economic Impacts



a) Construction

Construction impacts will result in a significant number of person years of employment as well as direct capital investment in the local economy.

b) Sports Touring Markets

Investments in new and modernized recreational facilities will increase Central Labrador's capacity to host regional and provincial sporting events, organize sport training camps, and attract sport based markets.

c) Labour Force Retention and Attraction

With Canada's tightening labour supply, quality of life factors are becoming increasingly important in the location decisions of businesses and workers. Increasingly regional economic planning must ensure quality of life amenities are sufficient to attract and retain a skilled workforce. High quality recreation facilities and services for workers and their families can no longer be regarded simply as a fringe benefit. They must be central in the planning of economic initiatives whose success depends on the availability of a skilled workforce. This is especially the case in Central Labrador, where emerging industrial opportunities, for example mining and the Lower Churchill hydro project, will require a significant influx of skilled labour.

d) Employment

New and improved sport and recreation facilities will increase direct employment in sport and recreation services and facility maintenance. Increased sport and recreation activity will also generate spin-off employment.

Lifestyle and Physical Health Impacts

The Central Labrador Region has a relatively young population with a strong need for indoor and outdoor recreational amenities. Improved facilities can have a major positive impact on physical activity participation rates. During the consultation process for this study, the desire for better outdoor amenities was evident, with an emphasis on creating more walkable communities.

The promotion of more healthy, active lifestyles benefits both individuals and the community as a whole. Points to consider include:

- Newfoundland and Labradorians are among the least physically active people in the country. According to the Canadian Fitness and Lifestyle Institute, 58% of the province's population is classified as inactive. This compares to 55% in Nova Scotia, 59% in Prince Edward Island and 57% in New Brunswick, 46% in the Western provinces, 52% in Ontario and 55% in Quebec.
- In Canada, an estimated \$2.1 billion in annual health care costs can be directly attributed to physical inactivity (\$5.3 billion in direct and



indirect costs, 2003) (Katzmarzyk, P; Gledhill, N. & Shephard, D (2000). The Economic Burden of Physical Activity in Canada. CMAJ 163 (11) 1435-40).



- Research shows that 36% of heart disease, 27% of osteoporosis, 20% of stroke, hypertension, Type 2 diabetes and colon cancer, and 11% of breast cancer are attributed to physical inactivity (The Cost of Physical Inactivity in Halifax Regional Municipality, GPI Atlantic, 2004)
- Child obesity in Canada is a major and growing concern among health professionals. According to the 2004 Canadian Community Health Survey (CCHS), obesity rates for youth (aged 12-17) and adults have risen from three to nine percent and from 14% to 23% respectively from 1978/79 to 2004. These rates are now acknowledged as a major public health issue (Canadian Community Health Survey. Health Canada and Statistics Canada, 2004)
- The average Canadian child is sedentary for three to five hours a day in front of a television (Canadian Fitness and Lifestyle Research Institute).
- Four in ten (40%) Canadian children already have at least one risk factor for heart disease due to an inactive lifestyle. (Canadian Association for Health, Physical Education, Recreation and Dance, 1998; and Fishburne, Graham (1991) The Well Being of Children and Youths ACFWB Newsletter May).
- A rapidly aging society and children and youth being predisposed to health risks associated with an inactive lifestyle may increasingly burden our health care system.
- Population studies in Canada have shown that general well-being is somewhat greater and depression much less frequent in people who exercise regularly as opposed to those who get little or no exercise.
- Daily physical activity reduces the risk of heart disease by improving blood circulation throughout the body, keeps weight under control, improves blood cholesterol levels, prevents and manages high blood pressure and prevents bone loss. (American Heart Association, 2001).
- Research shows that people are more active in neighborhoods that are perceived as safe and that have recreational facilities nearby. (Centre for Disease Control web site).
- According to a Harvard University research team, walking reduces the risk of diabetes by helping the body to use the natural anti-diabetes hormone, insulin more efficiently and effectively. (Harvard University, October 1999).

Another benefit of having a responsive and desirable recreational environment will be the growth of Central Labrador's image and identity as a centre of excellence for sport and health in Labrador and the province. .

1.4 Summary of Key Findings

The Study revealed various strengths and issues regarding the provision and use of recreational services and programming across Central Labrador, and above all else, a keen interest in both organized sport and community health issues by all participants. Overall, recommendations resulting from the findings of the Study Team can be broken down into the three key themes of: *Centralize Organize and Utilize*. These are explained in more detail below.

1. Centralize



Happy Valley-Goose Bay serves as both a local and regional recreation destination. Residents of Sheshatshiu, Mud Lake and North West River commute regularly to the town to use its facilities. To a lesser extent, coastal Labrador residents also rely on Central Labrador to access higher level facilities and sport competitions not available in their own communities. In this way, Central Labrador acts as a “macro recreation destination” for much of Labrador. The completion of the Trans Labrador Highway from the South Coast will further elevate the value of Happy Valley-Goose Bay as a sport and recreation hub for central and coastal Labrador.

Within Happy Valley-Goose Bay itself, much of the existing recreational infrastructure is spread out throughout the community, detracting somewhat from the ability to effectively deliver sport and recreation services. The arena and most new facilities are located in the Valley. The Labrador Training Centre and curling rink are located on the North Side. The 5 Wing Gymnasium is located on the base.

There is broad consensus that future facility development should be concentrated in the central area of town (i.e. Happy Valley) where most residents live and the hospital, schools, arena, and many businesses are located. This core area of the town should be viewed as a “micro recreation destination” for new and/or enhanced developments. Future development should focus on building a centralized, multi-use recreation district, where a better critical mass of facilities would improve accessibility, improve facility utilization, and more effectively meet the needs of residents from the region, and Labrador as a whole.

2. Organize

Central Labrador enjoys a very active and diverse sport community heavily dependent on volunteers. Volunteers are dedicated to the provision of their various recreational interests, but many feel their contributions are overlooked and taken for granted by municipal and higher levels of government. During the consultations, various groups expressed frustration that they are being forced to do work that should be the responsibility of paid recreation staff. In particular, they felt that paid staff should be coordinating information flow about facility scheduling and availability. The consultations made it apparent that information gaps presently exist in terms of when facilities are available for use and how they can be booked.



In order to fully capitalize on current opportunities, a greater emphasis should be placed on the collection and dissemination of information on facility availability. This can be achieved through a variety of means but would likely be most effective through one coordinating office to act as a liaison and information clearing house accessible to all interested persons and organizations.

3. Utilize

Directly related to the theme of Organize is the need for recreation facilities in Central Labrador to be fully utilized. The complete utilization of facilities should always be a major focus of recreational service delivery within a region. Surveys show the local schools and college already maximize program availability to their students, staff and general public.

Facilities on the local Reserve and military base, however, offer challenges that make utilization more difficult.

The Reserve's programming offers the local population priority in dedicated facility times and services. Sporadic facility availability combined with geographic distance discourages a more comprehensive usage by the general public.



Military officials agree that highest priority for the use of the base facilities goes first to Canadian military personnel, second to Allied military personnel, and third to DND and SERCO civilian employees.

Because both military and Band requirements supersede community access, facilities in both areas are not considered reliable resources in meeting the region's long term recreational needs.

2 Community Setting

2.1 Demographic Profile

Central Labrador (excluding Churchill Falls)

Population data for the Central Labrador Region are presented in Exhibit 2.1. Overall, the Region is experiencing a declining population rate that is significantly higher than the provincial average.

Exhibit 2.1							
Population – Central Labrador and Newfoundland and Labrador 2001 – 2006							
Year	Happy Valley – Goose Bay	Census Division 10-C*	N.W. River	Central Labrador Total	Percentage Change	Newfoundland and Labrador	Percentage Change
2001	7,969	1,134	551	9,654		512,930	
2006	7,572	1,112	492	9,176	- 5.0%	505,469	- 1.5%
Source: Statistics Canada							
* Refers to Census Division Area encompassing all communities in Central Labrador not already stated							

The 2006 age profile of Central Labrador and Newfoundland and Labrador is provided in Exhibit 2.2. It shows that 71.2% of the population is between 15 and 64 years of age, which is the main group that participates in the workforce. This percentage is slightly higher than the Province as a whole. The youngest age cohort (0 to 14) comprises 21.9% of the Central Labrador population compared to 15.4% for the province as a whole. This indicates that the region has a higher than average proportion of young people who will be entering the workforce in the coming years. With the 65+ age group comprising only 6.9%, the region has a very low seniors population compared with the province at 14.0% and Canada as a whole at 13.0%.

The median age in Central Labrador is 33.1 years. This value is considerably lower than the provincial and national median of 41.7 years and 39.5 years respectively. If North West River is excluded, the median age drops to 28 years. These statistics confirm that Central Labrador has a population that very much younger on average than the province as a whole and the country.

Exhibit 2.2				
2006 Population Age Breakdown				
Age	Central Labrador		Newfoundland and Labrador	
	Population	Percentage	Population	Percentage
0-14 years	2,005	21.9	78,225	15.4
15-64 years	6,536	71.2	356,974	70.6
65+ years	635	6.9	70,270	14.0
Median age	33.1*		41.7	
% aged 15 +	75.7**		84.5	

Source: Statistics Canada.
 * Median age for Central Labrador excluding North West River: 28.0
 ** Percentage aged 15+ excluding North West River: 71.2

Data from the 2006 Census of Canada was reviewed to determine where residents of Central Labrador lived five years earlier. Exhibit 2.3 provides a breakdown of mobility between 2001 and 2006. For the purpose of this analysis, intra-provincial migrants are defined as persons who have moved into Central Labrador since 2001 from another municipality or Newfoundland and Labrador. Inter-provincial migrants are persons who have moved from another province, and external migrants are those persons who have moved from outside Canada.

Within Central Labrador, the proportion of residents who did not move is significantly lower than Newfoundland and Labrador and lower than the country as a whole. Nationally, less than 15% of residents moved during the period between 2001 and 2006. In Central Labrador the total is nearly 17% with the Provincial total only reaching 10.7%. The proportion of intra-provincial migration in Central Labrador was higher than Canada and particularly higher than Newfoundland and Labrador indicating that the area is a draw for persons from other areas of the Province. Movement from areas outside of the province is slightly under national levels and unlike intra-provincial migration, lower than the Provincial average.

Inter-provincial mobility is strongly influenced by work opportunities, and thus, it tends to peak in the 25 to 35 age cohort. Considering that Central Labrador has a relatively low rate of inter-provincial mobility but a relatively high rate of intra-provincial mobility this may indicate that the Region represents a more localized population destination as a regional centre.

Exhibit 2.3 Mobility 2001 – 2006			
	Central Labrador	Newfoundland and Labrador	Canada
Did Not Move	83.3%	89.3%	85.8%
Intra-Provincial Migrants	14.9%	8.6%	12.4%
Inter-Provincial or External Migrants	1.8%	2.1%	1.9%

Source: Statistics Canada.

The level of educational attainment is an indicator of the labor force's ability to respond to changing market conditions. As presented in Exhibit 2.4, educational attainment levels were compared for Central Labrador, Newfoundland and Labrador and Canada.

The proportion of persons having only completed high school in Central Labrador is below the Provincial and Canada averages but the Region has a significantly higher proportion of the population having a trades certificate or diploma than in Newfoundland and Labrador or in Canada. Education attainment for college certificates or diplomas is also higher for Central Labrador than in Newfoundland and Labrador and Canada. Differences exist in university degrees attainment however, with Central Labrador having a relatively low level of the adult population with a university degree especially compared with the national average.

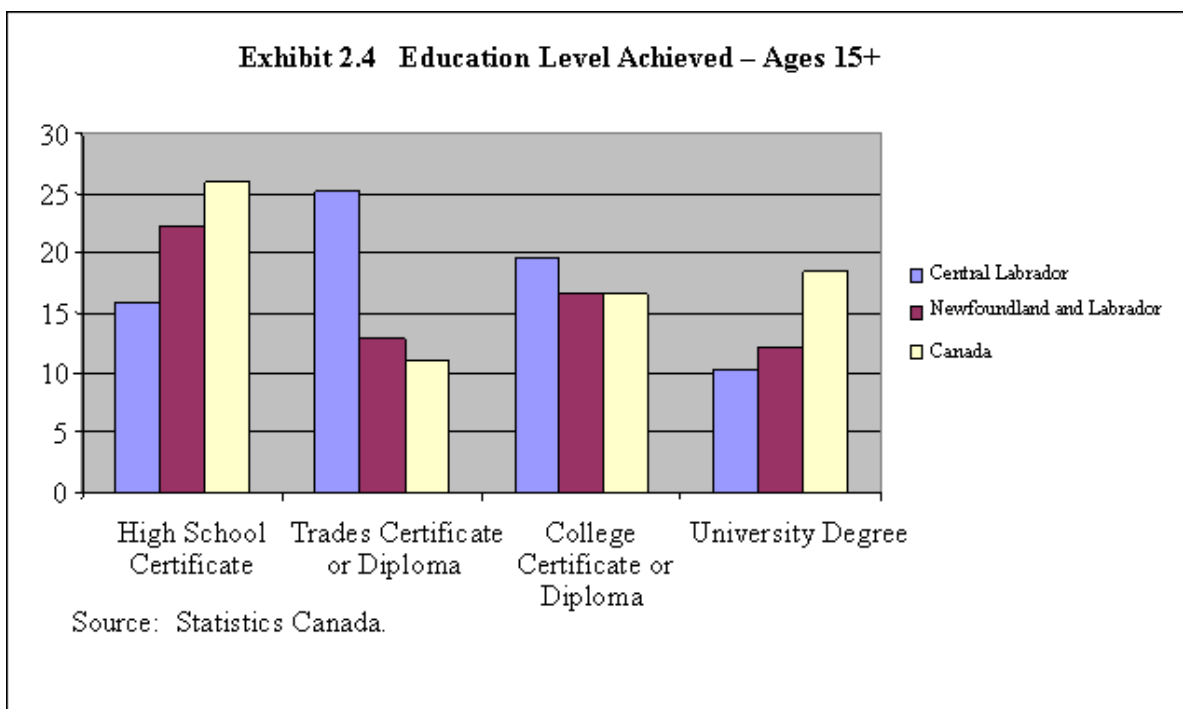


Exhibit 2.5 provides a breakdown of the labor force by occupation grouping for Central Labrador, Newfoundland and Labrador and Canada.

Central Labrador exceeds the Newfoundland and Labrador average in:

- Management,
- Business, finance and administrative occupations,
- Social science, education, government service and religion,
- Sales and service and
- Trade, transport and equipment operators.

All other categories show lower participation.

Compared to Canada, Central Labrador shows greater levels of participation in:

- Social science, education, government service and religion,
- Sales and service and
- Trade, transport and equipment operators.

The lowest areas of participation are in the cultural occupations, and the processing, manufacturing and utilities sector.

Exhibit 2.6 provides a breakdown of the labor force by industry category for Central Labrador, Newfoundland and Labrador and Canada.

Local employment in the health care and social services, educational services and other services is higher than the provincial and national norms with agriculture and other resource based activities being higher than the national level but lower than the provincial. Construction and retail trade employment levels are similar locally, provincially and nationally and local wholesale trade is similar to the provincial level.

The proportion of employment in the manufacturing sector is significantly lower than the provincial and national averages.

Exhibit 2.5			
Labour Force Percentage Comparison by Occupation – 2006			
Occupation Group	Central Labrador	Newfoundland and Labrador	Canada
Management occupations	9.2	7.7	9.7
Business, finance and administrative occupations	17.3	14.8	17.9
Natural and applied sciences and related occupations	5.6	5.7	6.6
Health occupations	3.6	6.2	5.6
Occupations in social science, education, government service and religion	11.8	8.2	8.3

Occupations in art, culture, recreation and sport	1.5	1.9	3.0
Sales and service occupations	28.2	25.2	23.9
Trades, transport and equipment operators and related occupations	19.2	17.5	15.1
Occupations unique to primary industry	2.8	7.1	3.9
Occupations unique to processing, manufacturing and utilities	0.8	5.6	5.9
Source: Statistics Canada.			

Exhibit 2.6			
Labour Force Percentage Comparison by Industry – 2006			
Industry	Central Labrador	Newfoundland and Labrador	Canada
Total - Experienced labour force	5,035	241,880	16,861,180
Agriculture and other resource-based industries	7.5	10.2	5.3
Construction industries	6.3	7.0	6.4
Manufacturing industries	1.1	9.4	11.9
Wholesale trade	2.5	2.7	4.4
Retail trade	11.3	12.6	11.4
Finance and real estate	4.1	3.3	5.8
Health care and social services	13.3	12.5	10.2
Educational services	8.2	7.0	6.8
Business services	17.1	14.6	18.4
Other services	28.6	20.7	19.4
Source: Statistics Canada.			

Churchill Falls

The Town of Churchill Falls enjoys a sometimes close relationship with the Region and was included in this study. It is a distinctive “company town” community within the larger Region. In order to recognize the uniqueness of the Town in relation to the larger Region, demographics were calculated separately. A brief description of the demographic profile of the Town appears below (Statistics Canada).

Churchill Falls has a population of 681 which has declined by 1.5% since 2001 in keeping with Provincial averages. It has a median age of 36.4 which is higher than Central Labrador while remaining lower than the Provincial median of 41.7. The same trend is evident in the numbers of people aged 15+ with Churchill Falls landing between both Central Labrador and the Province at 79.4%.

In contrast, Churchill Falls has an extremely mobile workforce with only 67% of residents having lived at the same address for the previous five years. This is also evident in the high percentage of inter-provincial/external migrants to Churchill Falls (8.3%) compared to 1.8% and 2.1% for Central Labrador and the Province respectively as well as the 24% of the population which were intra-provincial migrants between 2001 and 2006.

Levels of educational achievement were also significantly different for Churchill Falls with 21% holding a high school certificate, 15.2% holding a trades certificate, 24.7% a college diploma and 12.5% earning a university degree. The population of Churchill Falls exceeds Central Labrador in levels of high school and college education achieved, has a lower percentage of people with trade certificates and is slightly higher than the Region in levels of university education.

Labour force occupations in Churchill Falls were higher than Central Labrador in: natural and applied sciences, sales and service occupations, occupations unique to primary industry and occupations unique to processing, manufacturing and utilities. It is worth noting that Churchill Falls has no health occupations and less than half the percentage of business and finance occupations found in Central Labrador. Churchill Falls also employs a whopping 59.2% of its population in resource based industries and apart from industries such as retail trade and services, has no one involved in sectors such as manufacturing, construction, finance, real estate or health care.

Summary

Central Labrador has a relatively young population base with fewer seniors in the current population than in most parts of the country. This may change dramatically over the next 15 years as significant numbers of residents move into the 65+ year cohort.

Despite a declining population, there is a significant inflow of people from within the province while inter-provincial inflows reflect the national average. Education attainment is higher than many norms with strength in trade certificates and college diplomas but a weakness in university degrees compared to provincial and national averages. Central Labrador reflects strong levels of management, business, education, government service and trade/transportation occupations as well as strong employment in the health care and social services and educational services industries indicating the position of the Region as a Labrador service centre and employment destination.

2.2 Projected Growth and Development

The Economics and Statistical Branch of the Government of Newfoundland and Labrador Department of Finance prepared various population growth scenarios for Central Labrador (Zone 3) in November 2007. Potential numbers were formulated based on low, medium and high growth scenarios up to the year 2022 and distributed by various age cohorts. A sampling of the findings is provided in Exhibit 2.7.

Exhibit 2.7				
Central Labrador Projected Population Growth				
Growth Rate	2012	2015	2020	2022
High	9,179	9,192	9,378	9,484
Medium	9,047	9,019	8,990	9,040
Low	8,918	8,813	8,603	8,559
Source: Economic Research and Analysis Division, Department of Finance, Newfoundland and Labrador				

From these projections it can be assumed that the population of Central Labrador will remain fairly stable over the next 15 years or may even continue under the current trend and decline. Even utilizing the highest growth scenario projection, the population is only expected to rise by 3.4% by 2022. Due to high potential growth in economic opportunities in Labrador overall however, determining reasonable projections are difficult. If various energy and mineral based opportunities in particular continue to expand, the Central Labrador Region may experience more rapid growth.

3 Recreation Inventory

3.1 Existing Recreational Facilities

This inventory of existing recreational facilities and programs in the Central Labrador study area is based on information collected from meetings and interviews with representatives of support organizations and sport user groups. It lists facilities and programs and provides a qualitative assessment of conditions, deficiencies, and satisfaction levels based primarily on anecdotal information derived from this consultation.

3.1.1 Happy Valley-Goose Bay

Labrador Training Centre



The Labrador Training Centre is a Provincial facility available for public use, and primarily serving the four communities in Upper Lake Melville. It is managed by the Department of Tourism, Culture and Recreation and maintained by the Department of Works and Transportation. Located on the north side of Goose Bay Airport (the Canadian side) its facilities include a swimming pool, gymnasium, dedicated judo room (dojo), and offices. Originally constructed by the military over forty years ago, the building has undergone considerable renovations in the past few years. **Approximately \$530,000 was invested in capital expenditures between 2002 and 2007, and another \$57,000 was spent on general maintenance.**

The facilities in the Training Centre include:

Swimming Pool: At 18 metres in length, it is utilized on a near constant basis with higher use during winter months. It normally closes for annual maintenance in August. The pool services the full range of user groups including the Happy Valley-Goose Bay swim team, school groups from all of Central Labrador, public swimming, and Labrador Grenfell Health for patient therapy.



Gymnasium: Sport groups that are members of a registered provincial organization have access free of charge. Other groups must pay a fee. The small gym size limits the types of sports that are possible. The most demanded activities include adult soccer and floor hockey.

Judo Room: The room measures approximately 11 metres by 6 metres. This space was added to the original building and dedicated for the exclusive needs of the judo club due to heavy demand for the sport and the difficulty of having judo share space with other sports, which would require having to take up and store mats on a daily basis.

The community consultations revealed a widespread opinion that the Training Centre no longer adequately serves the needs of the community for aquatic activities, and that it has a limited future due to the age of the

building. This viewpoint is expanded on in Section 4.0 – Public Consultation.

Curling Rink



The Goose Bay Curling Club is located on the Canadian side across the street from the Labrador Training Centre. It is also an older facility built originally by the military. It is operated by volunteers with substantial assistance from the Town. The club has 70-80 members. The curling rink's ice plant formerly was used to maintain the ice surfaces in both the curling rink and the former arena located next door. The arena is now used by the Town as a storage building.

E. J. Broomfield Memorial Arena

The Broomfield Arena is the one arena with an artificial ice surface in Happy Valley-Goose Bay. Owned by the Town of Happy Valley-Goose Bay, the arena is under heavy demand for ice time among competing user groups. Minor hockey, figure skating, and general public skating are the primary program activities. Secondary activities include broomball and adult recreational hockey. From April to July, the arena is highly used by minor soccer programs. The ice surface is maintained for approximately six months, during which time the facility is under constant use. As with most arenas, daily demand for ice time peaks from late afternoon to late evening.

The arena recently underwent a \$1.6 million expansion, adding additional space for needs such as dressing rooms, storage, and meeting rooms. According to Town officials the primary future needs for the facility will include replacement of the aging ice plant and new perimeter boards around the ice surface.

Bike Path

The Bike Path is an 8-kilometre asphalt cycling and walking trail extending from Churchill Street in the Valley to the Labrador Training Centre. It is used heavily for six or more months per year mainly for walking, running, and cycling, and is also suitable for less frequent activities such as skateboarding and inline skating. The paved surface makes it readily accessible for people using wheelchairs or mobility scooters. During the winter, the trail is used as a snowmobile route. Because the Bike Path is popular with such a wide cross-section of residents, it is considered one of the Town's most beneficial facilities. The main concern heard during the consultations involved the use of the trail by unauthorized dirt bikes, which create safety hazards and reduce its enjoyment by legitimate users. Opinions were also heard that the paved surface should be widened and that maintenance should be improved.

Community Recreation/Sports Complex

The Town of Happy Valley-Goose Bay is currently heading up the development of an outdoor community recreation/sports complex adjacent to Mealy Mountain Collegiate. A concept plan for the complex was completed in 2004. If fully implemented, it would cost approximately \$5 million phased over several years. The plan anticipated that investment would come from the Town and a number of government and community partners. The concept plan includes the following proposed facilities:



- Two minor softball fields (250 feet) and one full size field (300 feet)
- Two regulation size soccer fields and a separate grid practice area
- One 400-metre paved running track circling one of the soccer fields
- Three tennis courts
- Two basketball courts
- Four beach volleyball courts
- One skateboard park
- A walking/cross country skiing trail within and around the complex
- A youth centre building, which would also accommodate sport change rooms, storage rooms, a canteen, etc.
- Supporting infrastructure, landscaping and amenities such as fencing, bleachers, and buffer areas

Facilities existing or completed by 2007 include the following:

- The soccer grid practice area with a perimeter fence
- One of the regulation size soccer pitches
- The running track circling the soccer field with a gravel surface
- The asphalt walking trail
- The skateboard park
- Steve's Playground, which had been previously developed on the site
- A small building with male and female change rooms/washrooms
- A buffer zone of planted birch trees along the site's perimeter boundary with the Ikey Street residential area

5 Wing Goose Bay

5 Wing's primary function is to serve the needs of military personnel and families, but makes its facilities available for civilian use for a charge of \$180.00 per person for six months or a daily rate of \$8 plus tax per person. As with all facilities on the base, DND policy is that military needs take priority over civilian use of facilities in cases of scheduling conflict or heavy demand.

Gymnasium and Fitness Centre:

Facilities in the building include a regulation size gymnasium, cardiovascular workout room and a weight room. Civilian use of these facilities is freely available to residents who have paid the membership or daily access fee.

The building also has male and female saunas and dressing rooms.

Additional base facilities include:

Two Soccer Fields: The base has two soccer fields, which according to a study in 2004 by CBCL (Proposed Community Recreation/Sports Complex: Concept Design Report) are not regularly maintained. They are affected by an underground plume of leaked fuel, which undermines their appeal and has prevented use in the past.

Two Softball Diamonds: The two softball diamonds are maintained by 5 Wing, but seem to be largely underutilized.

Outdoor Ice Rink: An outdoor rink with perimeter boards and nighttime lighting. The facility is maintained in good working order. Volunteers are relied on to make the ice and keep it clear of snow. The facility is used by both military and civilians for unorganized activities such as skating and pickup hockey.

Four Tennis Courts: The two asphalt tennis are swept annually but are not used for organized activities. Two courts are in substandard condition.

Bowling Alley: The four-lane bowling alley on the base was closed due to a lack of demand.

Public School Facilities

Mealy Mountain Collegiate:

Mealy Mountain Collegiate is a new school with students from Grades 8 to 12. It is centrally located in the Valley area of town. Outdoor facilities associated with the school are described in Section 3.1.5. They presently include a soccer pitch, soccer grid practice area, and running track.

The school contains a large regulation size gymnasium, measuring 25 by 30 metres, or 750 m², in total floor area. It has two small storage rooms with about 22 m² of floor space, which, according to the physical education teacher, is not nearly adequate. There is heavy demand for gymnasium time for school activities, therefore limiting time available to outside users. The Study Team was provided with booking schedules for two random weeks, which showed it fully booked every weekday afternoon and evening, except Friday evening. It is usually fully booked as well on weekends. A review of the two random Monday-Friday booking schedules (3:30 PM-9:30 PM) showed that the following breakdown in activity time: basketball (22.5 hours); volleyball (9 hrs); badminton (6 hrs); soccer (4.5 hrs); cheerleading (4.5 hrs); and table tennis (3 hrs). Weekend booking schedules were not available.



Queen of Peace Middle School:

The Queen of Peace School is centrally located in Happy Valley. Covering Grades 4 to 7, its facilities include a small gymnasium, a soccer field, and a playground, which is in need of upgrading. The gymnasium is used primarily for school activities. Ballet and fitness lessons are conducted three times a week at the school.

Peacock Elementary:

Peacock Elementary covers Kindergarten to Grade 3. Also centrally located in the Valley area, its facilities include a small gymnasium and a playground.

College of the North Atlantic (CAN)

CNA's Goose Bay campus has a core enrolment of 300-400 students, and delivers short courses to as many as 1,200 temporary students annually. The college has a small gymnasium with a hardwood floor. It is used mainly to support campus activities but is also made available to outside groups for "softer" sports such as volleyball and basketball. Because of the sensitivity of the gym floor, rougher sports such as floor hockey are not accommodated.

Golf Facilities

The Amaruk Golf and Sports Club has a nine-hole course and a clubhouse located in Happy Valley-Goose Bay. According to the Club, it has 260 members, two regular employees and two summer student employees. The clubhouse officially closes for the golfing season during winter but remains open for rental and by a darts league several times a week. Fees for single memberships are \$395 and family memberships cost \$570. The club is satisfied to remain a 9-hole facility, indicating the community would not be able to support a larger facility. The club relies heavily on its volunteer members to sustain the facility, and has received in-kind assistance from community organizations. For example, SERCO has helped out by donating heavy equipment time for improvements to the driving and chipping range. According to the club spokesperson, its main upgrading needs include an irrigation system for improving greens maintenance and a better clubhouse.

5 Wing Goose Bay owns a 6-hole golf course. It is not heavily used but is a good learning facility for new golfers. Because the course is not regularly maintained, it is generally in poor condition.

Birch Brook Cross Country Ski Club

The Birch Brook ski club is located outside the municipal boundaries of Happy Valley-Goose Bay. The Birch Brook trails have been described among the best in the province. It has 43 kilometres of groomed trails covering an area of 12-15 square kilometres. It has a membership of 175 volunteers, who are responsible for every aspect of the club's operation, including trail and equipment maintenance, groomer operation, and instructing the jackrabbit program for approximately 50 kids.



The club

representatives indicated that Birch Brook has not been able to achieve its full demand potential due to two major constraints. The first is its almost total reliance on volunteers. The second is its lack of a clubhouse with amenities such as hot showers and change rooms, a kitchen, and indoor social area. If the club was able to hire two paid employees and build a new clubhouse, they indicated Birch Brook would attract a lot more members, expand its jackrabbit program, and reenergize its volunteers. The club is presently in discussions with the provincial and federal governments regarding potential financing to support these initiatives.

Snow Goose Ski Hill

The privately-owned ski hill at Snow Moose Mountain was described as an excellent facility but no longer operates. The main reason apparently is a lack of sufficient demand to make the operation financially viable. Use of the facility declined significantly after the military reduction in Goose Bay.

Private Facilities

Kelly's Fitness Centre:

Kelly's is a privately-operated women's fitness facility located in Happy Valley-Goose Bay. It provides personal fitness training and workouts and is equipped with treadmills and other cardio equipment. According to health and wellness professionals interviewed for this study, noticeable health improvements have been observed among some patients who have joined Kelly's fitness programs.

3.1.2 Sheshatshiu

Public School Facilities

The Peenamain McKenzie School in Sheshatshiu includes all grades from Kindergarten to Grade 12. Its gymnasium is available every weekday except Tuesday for after-school activities until 9 PM. The main activities tend to be floor hockey, indoor soccer, and volleyball. After 9 PM the gym is available for adult sports. Tuesday nights are reserved for gymnasium cleaning. The school also has an outdoor ball field that is used for unorganized softball.



This school is scheduled to close permanently after this year, when a new school now under construction opens. The new school will include a gymnasium and a new soccer field.

Sheshatshiu Arena

The Sheshatshiu Band Council recently opened a new state-of-the-art ice arena to serve the community. Activities in the arena include minor and atom hockey, adult recreational hockey, noontime family skates, and general public skating on most evenings. It is used to host regional hockey

tournaments for Central Labrador as well as an annual tournament with Natuashish. According to a Band spokesperson, about half the youth in Sheshatshiu use the arena, with efforts being made to increase participation levels.

While the arena is capable of maintaining an ice surface throughout the year, it is also equipped with an artificial turf to accommodate indoor soccer. This will be put down after the ice is removed in late April.

While its primary function is to serve the residents of Sheshatshiu, the arena is available to support regional activities and for group rentals.

3.1.3 North West River

Public School Facilities

The Lake Melville School in North West River includes all grades from Kindergarten to Grade 12. The school has a small gymnasium used mainly for school based activities.

Community Hall

The North West River Community Hall is an old building that recently was extensively upgraded with funds donated by Voisey's Bay Nickel. The building is used for community events and indoor walking in the winter. It has a couple of treadmills and plans to purchase some additional aerobics equipment.



Basketball/Ball Hockey Court

The former community outdoor rink in North West River is rundown and has not been used much in recent years. With a grant received from the Province, the Town plans to convert the rink into a basketball/ball hockey court for unstructured use by local youth.

Trails

North West River has numerous walking trails, which are heavily used in the non-winter months. In the wintertime, many of them are used for snowmobile activity.

Waterfront Facilities

North West River is a hub of summer recreational activity because of its beautiful beach and waterfront facilities. The beach is considered one of the best beaches in the province for family outings. Strategically located at the outlet of Grand Lake into Lake Melville, it is also a favorite boating destination equipped with a boat launch. Another attraction is the waterfront park and bandstand, used to host an annual music festival.

3.1.4 Mud Lake

Mud Lake is the smallest community in Central Labrador with only fifty permanent residents. Localized recreational needs are generally accommodated through outdoor activities. Indoor activities take place in the Community Centre, which is being renovated with funds contributed by Voisey's Bay Nickel. The Centre contains some aerobics equipment in a reasonably sized open area. The school, which has less than ten students, uses the space for activities.

3.1.5 Churchill Falls

The Town of Churchill Falls is located over 200 kilometers from the other communities in Central Labrador. It is mentioned in the inventory portion of the Study however, in order to provide a balanced picture of recreation amenities that may be used by the populations of both areas.

The Churchill Falls hydro plant owned and operated by Churchill Falls (Labrador) Corporation Ltd. (CFL Co.) is the only main industry in the community. The Town has a population of 650 and 147 students from Kindergarten to Grade 12. Most of the recreation buildings and facilities are owned and maintained by CFL Co and many are free of charge to residents. Available facilities are described below.



Town Centre

The Churchill Falls Town Centre is one large building containing the school, and a number of recreational facilities, shops and other uses under one roof. The centre's recreational facilities include:

A 4-lane swimming pool measuring 25 yards (22.9 metres) long. Although there was formerly an active swim team, the pool is now used mainly for recreational swimming.

A regulation size gym with one row of stands above the gym floor that can accommodate 50 spectators. Common gym activities include ball hockey, volleyball, badminton and table tennis.

A 3-sheet curling rink and bar with a capacity for 74 people.

A small cardio/weight room with 2 treadmills, a rowing machine and free weights.

Two saunas.

A theatre with 174 seats and a reel-to-reel projector system. It can be used for concerts and is on the arts and culture tour circuit. Touring shows are brought in as funds are available.

These facilities are shared by the community as whole and are used to support school recreation and sport programs.

Arena

The Churchill Falls arena is a full size facility with dressing rooms maintained by CFL Co. Arena activities include a minor hockey program with mixed teams and a girls team, some recreational hockey, and public skating.

The arena ice surface has a sand base, which means it cannot be used other than for ice activities. It has an air cooled ice plant, which reduces the period that ice can be maintained each year by about two months. The community would like to upgrade the arena for a longer ice season and to accommodate indoor soccer and other non-winter sports. This would require the installation of a concrete pad, an appropriate piping system, and a conversion/upgrade of the ice plant. The estimated cost of this upgrade would be \$300,000-\$400,000.

Ski Hill

The Town's ski hill has a height of 275 metres. CFL Co. has responsibility for maintenance and a volunteer committee runs the programs.

Trails

Churchill Falls has a 7-kilometre loop cross country ski trail. Other than a partially developed trail to the Churchill Falls, most walking is restricted to town streets. There has been some interest expressed in constructing a hiking trail around Blueberry Lake.



Youth Centre

The youth centre has an 83-person capacity. It is used by kids to play games and socialize and is staffed by attendants.

Other Facilities

Other recreational facilities include:

A softball diamond

A playground that had much of its equipment removed due to its poor condition. The playground will be upgraded in 2008, with a separate section for 9-14 year old children.

A beach facility was closed under orders from Environment Canada because of geese contamination.

3.2 Program Resources

3.2.1 Happy Valley-Goose Bay

Happy Valley-Goose Bay has a high level of sport activity supported by paid personnel and volunteers.

The following organizations employ professional staff to support recreation and sport programming in Happy Valley-Goose Bay:

The Town of Happy Valley-Goose Bay has a recreation department supervised by its Recreation Director. The Department operates and maintains the Broomfield Arena and other facilities owned by the Town provide program support for minor sports, organizes special events such as the “SnoBreak Festival”, and contributes financial and in-kind support to community sport and recreation organizations.



The Department of Tourism, Culture and Recreation employs staff to manage the programs and facilities in the Labrador Training Centre.

The Labrador School Board employs physical education teachers in each of its schools in the community. To the extent that capacity is available, the schools provide access to its facilities for outside groups.

Labrador Grenfell Health employs a recreation coordinator at the Paddon Seniors Home.

The sport and recreation programs in Happy Valley-Goose Bay would not be possible without the community’s volunteer network. Strong volunteer support is the overriding characteristic of the most successful sport and recreation groups in the community. Despite their dedication, however, sport groups consulted for this review indicated that many volunteers are suffering from burnout because they have to spend too much time doing administration, attending meetings, preparing applications, etc. They argued that this type of work should be shouldered more by paid coordinators, freeing up volunteers to do more of what really motivates them such teaching, coaching and organizing events.



3.2.2 Sheshatshiu

The Sheshatshiu Band Council has a new recreation director to organize and oversee its sport and recreation programs and manage the arena. It also hired an experienced recreation manager on a contract basis to mentor the recreation director. Besides managing its own programs, the Band Council uses its facilities to host tournaments involving other Labrador and Aboriginal groups.

3.2.3 North West River

Most recreation in North West River tends to be unstructured activities such as walking, snowmobiling, pickup sports, and aerobics in the community centre. The Lake Melville School has a physical education teacher who organizes student sport and recreation programs. As a bedroom community, North West River residents are accustomed to commuting to Goose Bay for higher level activities. The new arena and other facilities in Sheshatshiu may create an opportunity for them to participate in additional activities.

3.2.4 Mud Lake

Mud Lake has no structured programs for residents.

3.2.5 Churchill Falls

Churchill Falls has a recreation director responsible for programming and coordination of facilities and activities. The school also has a physical education teacher and runs its own programs with Town support. Because of its midway location between Labrador West and Happy Valley-Goose Bay, the facilities in Churchill Falls are increasingly used to host regional events, including hockey tournaments, swim meets, and regional sport camps. While its facilities are very conducive for this purpose, finding adequate accommodations is sometimes a problem.

3.3 Regional Resources

In addition to the human resources dedicated to community based programming, there are a number of people and organizations based in Central Labrador whose responsibilities extend to other parts of Labrador, and in at least one case to the province as a whole. These include:

The Labrador Regional Sport and Recreation Consultant with the Department of Tourism, Culture and Recreation is responsible for program development and coordination for the entire Labrador region on behalf of the Provincial government.

The Coordinator of the Provincial Aboriginal Sport and Recreation Circle organizes sport and recreation programs and events involving all Aboriginal groups in Newfoundland and Labrador.

The Regional Injury Prevention Coordinator with the Community Youth Network coordinates social services and skills development for youth at risk. With its community partners, it coordinates services recreational and life skills training and development for young people in the 12 to 25 age range.

Health and Wellness Coordinators with Labrador Grenfell Health are responsible for a broad range of health and wellness services. The

coordinator based in Goose Bay is responsible for all of Central and Western Labrador and communities on the Coast from Cartwright to Nain.

3.4 Estimated Present Level of Service (LOS)

The provision of sport, recreation and park services to the residents of Central Labrador, excluding Churchill Falls, was assessed from a variety of service delivery factors, such as Leadership, Programs and Facilities.

3.4.1 Leadership Service Levels

Currently, recreation and sport programs, facility and training are delivered at two basic levels; Provincial and local, including full-time Recreation professionals and volunteer groups.

At the Provincial level, there is a Sport and Recreation Consultant whose primary responsibility is to assist communities and sport groups with training opportunities and funding assistance. Included in the Consultant's scope of delivery is Central Labrador.



At local levels, with the exception of Happy Valley-Goose Bay and Sheshatshiu, who employ full-time Recreation professionals, the other communities depend largely on volunteer groups, many of which are sport-specific or school-associated. Additional leadership is provided by paid health care professionals such as physiotherapists and occupational therapists who provide preventative and educational services to residents. There are also some private practitioners who provide fitness-training services.

3.4.2 Program Service Levels

Central Labrador's potential program users include permanent residents, CNA students, 5 Wing military personnel, and seasonal workers living temporarily in the region. Residents of North West River, Mud Lake, Sheshatshiu, and Happy Valley-Goose Bay have the opportunity to participate in twenty-five structured public sport and recreation programs. These do not include special events such as seasonal festivals, theme and cultural festivals, or the Labrador Winter Games held every three years. These opportunities exist within a thirty-kilometre radius from Happy Valley-Goose Bay. Although not all programs are offered in every community, they are available within the study area.



Many of the public sport and recreation programs are provided by a collection of twenty-four Sport Governing bodies comprised mainly of volunteers. Recreation and sport professionals provide others.

Exhibit 3.1 lists the present sport and recreation activities in Central Labrador, and provides an estimate (to the extent that information is available) of the number of participants in each of these activities.

Exhibit 3.1: Present Sport & Recreation Activities

Activity	Estimated Participants	Comments
Cross Country Skiing	175 members 50 youth in jackrabbit program	Participation is constrained by lack of an adequate indoor facility.
Swimming lessons	280	Swimming pool is heavily booked for 10 months per year
Competitive Swim Team	35-40 members	Cannot accommodate more because of limited pool time and small pool size.
Golf	260 members	
Broomball	50-60 in HV-GB	Demand constrained limited ice time
Volleyball	Heavy school use	Adult demand exists, but cannot be accommodated
Outdoor Walking	Numbers not available	Heavy activity in summer. Falls off dramatically in winter.
Indoor Walking	Numbers not available	Small group uses one of the school gyms
Floor Hockey	40 members	High demand for use of gyms. Demand cannot be accommodated except in Sheshatshiu
Dance	125	
Minor Hockey	Sheshatshiu – 125 HV-GB - 278	
Minor Soccer	600-700 indoor 120 outdoor	Fastest growing sport in North America – Canadian Soccer Association
Basketball	Heavy school use	Adult demand exists, but cannot be accommodated
Minor Softball	80-100	
Athletics	10	
Figure Skating	100	
Judo	68 members	
Badminton	25 members adult league	
Curling	70-80 members	Demand constrained by small size of curling rink

3.4.3 Regional Clinics

Central Labrador is the main regional destination for the delivery of regional sport clinics for participants from all regions of Labrador. Between early 2007 and early 2008, fifteen sport clinics took place involving a total of 316 participants from all areas of Central Labrador with many aboriginal participants.

Exhibit 3.2 provides a sample list of these clinics.

Exhibit 3.2: Regional Sport Clinics Hosted in 2007-08

Sport	Clinics	Total Participants
Badminton	2	52
Soccer	1	28
Cross Country Skiing	2	28
Volleyball	3	58

Basketball	2	54
Table Tennis	2	48
NCCP Coaching Course	2	24
Aboriginal Coaching Course	1	24
Total	15	316

4 Opportunity/Gap Analysis

4.1 National/Regional Recreation Trends

4.1.1 Lifestyle and Participation Trends

The lifestyle trends documented in this section of the report demonstrate the significant and growing concerns in Newfoundland and across Canada with the health impacts of physical inactivity. This perhaps one of the most significant developments in the recreation field in recent years and the strong link between recreation and health is increasingly reflected on policy initiatives by senior levels of government. The need for accessible, affordable and attractive recreation facilities to support physical activity is at the very foundation of these initiatives to create an active and healthy population.



The 2005 Physical Activity Monitor of the Canadian Fitness and Lifestyle Research Institute (CLFRI) provides a profile of participation in physical activity in Newfoundland. According to this study, as many as 58% of residents are insufficiently active for good health maintenance. This represents a significant decrease in activity since 1994, when about 68% of residents were active (National Population Health Survey, 1998/1999). The top three activities aged 18+ were walking (75%), gardening/yard work (52%) and social dancing (33%).

In addition to health related trends, this section addresses other lifestyle considerations including barriers to participation that are unrelated to recreation facilities.

Exhibit 4.1 outlines some of the changing societal trends affecting people's ability and desire to participate in recreation activities.

Exhibit 4.1: Lifestyle and Social Trends

Topic	Trend
Rural Participation	<p>The Canadian Fitness and Lifestyle Institute (CFLI) found that rural communities (i.e. with less than 10,000 residents) tend to have much fewer facilities to support recreation and sport physical activities.¹ Approximately 63% of rural respondents to a CFLI survey indicated that they do not have access to physical activity and sport information.</p> <p>The CFLI study found that the availability of trails and facilities not specifically designed for physical activity (community halls, churches, schools) can increase participation rates among rural residents. Only 33% of rural resident said that free or low cost recreation facilities are available, and only 13% indicated they were satisfied with these facilities.</p>
Time and Energy Deficit	<p>One of the primary complaints among Canadians regarding daily life is “not enough time”. In 1995, two thirds of Canadians reported they were working longer hours. Sixty percent of Canadians polled in 1996 said their leisure time had shrunk. This trend has continued. In the 2002 (CFLI) survey, 76% stated lack of time as major barrier to physical activity participation.</p>
Barriers to Participation	<p>Further barriers to physical activity were explored on the CFLI 2002 Physical Activity Monitor. The most common reasons stated for not participating were lack of energy (68%), lack of interest or motivation (57%), and lack of skills (34%). Other reasons included “illness and disability”, “feeling ill-at-ease/uncomfortable”, “cost to participate”, and “fear of injury.” Only 44 percent felt there were “affordable facilities, services, and programs” to support participation in physical activity.</p>
Changing Nature of Work & Family	<p>Households with two working parents and single parent families are more common today than in the past. With increasing interest in family recreation, demand for weekend programming and evening programs may increase. Trends and influences in work patterns such as job sharing, part-time employment, under-employment, and early retirement, suggest that daily or weekly schedules for leisure participation may be expanded. On the other hand, dual income families, single parent families, holders of multiple jobs, and middle age families who must care for older family members may be experiencing less discretionary time for leisure. These conflicting trends suggest that leisure providers will have to increasingly target their facility schedules and marketing approaches to attract and accommodate diverse user groups.</p>
Aging and Physical Activity	<p>Supported by a Statistics Canada longitudinal study, the National Population Health Survey (1994-2003), older aged adults are being encouraged by health care professionals to get active. The research suggests that physically active individuals are more likely to maintain good health, independence, and a high quality of life, and are therefore less likely to make demands on the health care system as they age.²</p>
Volunteerism	<p>Volunteer Canada’s National Survey on Giving, Volunteering and Participating; identified a number of significant changes in volunteer participation between 1997 and 2000 that may have implications for recreation service delivery. These trends include: an increase in mandatory volunteering (school mandated volunteer work, workfare, etc); the adaptation of corporate and public sector management practices to evaluate volunteer performance and outcome; the professionalization of “volunteer management”; and development initiatives to recruit and retain volunteers for longer periods of time.³</p> <p>In 2003, non-profit and volunteer organizations in Nova Scotia managed a revenue base of \$1.4 billion. Sport and recreation organizations account for 16% of all Nova Scotia non-profit and volunteer organizations.⁴</p> <p>Forty-nine percent of all revenues reported by Canadian non-profit and voluntary organizations come from government, with 40% coming from provincial sources. Earned income from non-governmental sources accounts for 35% and gifts and donations for 13%.⁵</p> <p>Difficulties in volunteer recruitment and fundraising has been identified as major barriers to the ability of volunteer organizations to contribute to their communities. In the National Survey of Non-profit and Voluntary Organizations, a majority of respondents reported difficulties in planning for the future, recruiting the type of volunteers needed, attracting board members, and acquiring funding from outside sources such as government, foundations, corporations and individual donors.⁶</p>

	Throughout North America, a general decline in volunteer activity and increasing issues such as liability suggest that facilities relying heavily on volunteers may be under increasing pressure in the future.
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¹ The Canadian Fitness and Lifestyle Institute. 2004 Capacity Study. *Local opportunities for physical activity: Trends from 1999-2004.*

² Statistics Canada. National Population Health Survey (1994-2003). Published May 2005.

³ Volunteer Canada; Trends in Volunteerism

<http://www.volunteer.ca/volcan/eng/volincan/trendsinvol.php?display=2,0,9>

⁴ Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations; Statistics Canada. 2005. Catalogue No. 61-533-XIE

⁵ Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations; Statistics Canada. 2005. Catalogue No. 61-533-XIE

⁶ Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations; Statistics Canada. 2005. Catalogue No. 61-533-XIE

4.1.2 Participation in Facility Based Activities

Activity participation trends influence the demand for facilities and services. As an example, the information provided in Exhibit 4.2 presents an overview of National and Provincial trends for active team and individual sports and activities in Nova Scotia. The sections following Exhibit 4.2 provide a more detailed discussion of participation trends generally. The information is based on a variant of sources. In some cases, information is provided by sport and recreations operating at the national or provincial level; other trends are taken from secondary literature sources, and some trends reflect the Study Team’s experience working with Canadian communities.



Trend information was gathered through a variety of methods including Internet searches, interviews-both personal and phone, and through email correspondence. Participation trends reflect the most recent and available data; in most cases the data reflects the 2004/2005 registration season. The Table is divided by major sport categories and then further subdivided into specific activity groupings.

In Exhibit 4.2, we have reported on activity trends for selected sports and recreation pursuits, with a focus on aquatic and gymnasium based sports that might be accommodated in a Recreation/Wellness Centre in Central Labrador. Gymnasium-based and aquatic activity trends are elaborated on in Appendix C.

Exhibit 4.2: Activity Participation Trends

Type	Activity	Group	Trend
Gym Sports	Indoor Soccer	Recreational (all ages, male & female)	↑
	Gymnastics	Men’s Disciplines Recreational & Competitive	↑
		Women’s Disciplines Recreational & Competitive	→
	Group Fitness	Young adult and adult, female	→

	Group Wellness (Yoga, Pilates, etc.)	Young adult and adult, female	↑
	Martial Arts	Recreational & Competitive (all ages, male and female)	→
	Basketball	Indoor & Outdoor Recreational (all ages, male & female)	↑
	Badminton	Recreational (all ages, male & female)	→
	Tennis	Indoor & Outdoor (all ages, male & female)	↔
	Volleyball	Recreational (all ages, male and female)	→
Court Sports	Squash	Recreational, (all ages, male and female)	↓
	Racquetball	Recreational, (all ages, male and female)	↓
Aquatic Activities	Recreational Swimming	All ages, male & female	→
	Therapeutic Programs	Older Adults and Special Populations	↑
	Competitive Swimming	Youth, male & female	↔
	Instruction	All ages	↔
	Synchronized	Youth, female	↔
Individual Sports	Skateboarding	All ages, male and female	↑
	Climbing	All ages, male and female	→
	Triathlon	All ages, male and female	→
	Jogging	All ages, male and female	↑
	Walking	All ages, male and female	↑
	In-Line Skating	All ages, male and female	↑
	Individual Fitness/Conditioning	Young Adults, male & female	↑

↔ Stability in participation rates

↑ Rapid increase in participation rates

→ Slight increase in participation rates

← Slight decrease in participation rates

It should be noted that those participants involved in indoor soccer are more likely to continue into outdoor soccer programs, whether school-based, clubs or competitive. In communities across the country, the demand for outdoor soccer is such that the sport is causing traditional softball programs to be replaced and softball fields are being converted into soccer pitches to accommodate the demand.

At the other end of the country, Facilities-Based Participation results from the 2004 Alberta Recreation Survey (Alberta Tourism, Parks, Recreation and Culture) as presented in Bulletin #53 of A Look At Leisure, presents results for Albertans' participation in facility-based activities.

The leading facility-based activities reflect Albertans' interest in keeping the mind active as well as the body. Crafts and hobbies ranks first at 63.8%, followed by being a spectator at a sports event (60.0%). Ranked third is attending a fair or festival (56.7%) followed by swimming in pools (54.1%), attending live theatre (51.9%) and visiting a museum/art gallery (50.9%)

Trends In Participation

Of the leading facility-based activities in the 2004 Alberta Recreation Survey, all experienced a decline in participation through the 1980's before stabilizing in the 1990's. Visiting a museum/art gallery reached a peak in 2000 but dropped back in 2004. By contrast, swimming reached a low point of below 50% in 2000 before increasing above 50% in 2004.

Other trends of note include:

Aerobics/fitness had a participation rate of 44% in 1984 but this dropped to less than 40% during the 1990's although it has recovered to 43.9% in the 2004 survey.

Jogging/running had a participation rate of 53.6% in 1981 but this dropped to 27.6% in 1992 and has since recovered to 35.6% in 2004

Skateboarding has grown from 7.5% in 1996 to 10.4% in 2004

Soccer reached a peak in 2000 with a participation rate of 23% but has dropped back to 19.3% in the 2004 survey.

4.2 Active Transportation

Active Transportation (AT), by definition, is any form of self-propelled (non-motorized) transportation that relies on the use of human energy such as walking, cycling, in-line skating and jogging. These modes can utilize on-road and off-road facilities (sidewalks, bike lanes, multi-use trails) and may also be combined with public (land and water) transit, especially for trips to and from work, shopping and entertainment areas, school and other community facilities like recreation centres, pools, etc.



Active Transportation is further defined in four categories. They include:

- *Active Commuting* which involves journeys to and from work.
- *Active Workplace Travel* which includes trips during working hours such as the delivery of materials or attending meetings.
- *Active Destination Oriented Trips* which includes trips to and from school, shops, visiting friends and running errands.
- *Active Recreation* which involves the use of an AT mode for fitness or recreational pursuits, such as hiking or cycling.

In addition to the four categories, any portion of a trip that involves non-motorized transportation modes is considered a form of Active Transportation. In this context, AT involves maximizing the use of active modes and methods of travel and reducing the dependence on motorized modes that include private automobiles and motorcycles. In order to capitalize on the desire for active living with a large segment of the population, it is necessary to integrate Active Transportation options into daily activities as a practical alternative to driving.

According to the organization “Active Living By Design”, transportation options for daily movement are directly linked to rates of physical activity. People who have access to a sidewalk are 28% more likely to be physically active while people who have access to walking or jogging areas are 55% more likely to be active. Considering that these facility types are more prevalent in urban areas, it is understandable that achieving the recommended 30 minutes of daily physical activity needed to maintain fitness levels is easier achieved in urban settings.

It is for these reasons that although not specifically part of the mandate of this study, we recommend that all new recreational facilities as well as public facilities in general in Central Labrador be designed and constructed with serving the needs of AT users in mind. This may include fairly inexpensive things such as providing bicycle racks/lockers and rest areas at building entrances to implementing workplace AT programs such as “Bike to Work Day”, requiring shower and locker facilities in new buildings and so forth.

The use of AT travel modes to and from a recreational facility is achieving at least a portion of the goals of the facility itself and is a relatively inexpensive means to serve many demographics within the entire community. The development of an official “AT Plan” would encourage physical activity not solely based on more structured programming or static recreation destinations that is accessible to all whenever it is desired.

4.3 Facility Development Standards

In order to calculate facility service levels, data were obtained from “Standards for Regional Facilities”; <http://lin.ca/>. for reference and to serve as a determinant for the level of services in Central Labrador.

Exhibits 4.5, 4.6, and 4.7 demonstrate accepted levels of service areas for selected Neighborhood; Community and Regional facilities.

Exhibit 4.5 Standards for Neighborhood Facilities

Basketball Court	Best in a school, Often in a church	One per 5,000
Centre, neighbourhood	May be in a small building in a neighbourhood park; preferably part of the elementary school; a meeting area plus space for a change area for outdoor skating or swimming.	One per 5,000
Gymnasium	Usually combined with a school	One per school
Outdoor Rink, natural ice	May be maintained by volunteers; should be three ice surfaces at each location; one for small children, one for skating and one for hockey; should be adjacent to a school.	One per 5,000
Soccer pitch, junior	Placed in a neighbourhood park or elementary school playground.	One per 5,000
Softball, regular	Part of a school playground	One per 5,000
Tennis Court	Should be lighted and developed in conjunction with	One per 5,000

	elementary and secondary schools. At least three courts per location	
Volleyball court	Usually part of a school gymnasium or playground, indoor	One per 5,000

Exhibit 4.6 Standards for Community Facilities

Arena, artificial indoor ice	One in each community should have Spectator seating; the rest should be for recreation purposes with limited seating.	One Per 20,000
Auditorium	One in each municipality; should have Fixed seating; the rest in schools	One Per 20,000
Bowling, pin bowling	May be developed sufficiently By commercial interests	One lane Per 2,500
Community Centre	A multi-purpose building; may be part of a school complex or included with an indoor pool or arena	One per 20,000
Youth Centre	May be part of a school, church or community centre.	One per 20,000
Pool, indoor	Provides a year-round program; located in community centre or school; usually one or two Walls open up to an outdoor patio; should accommodate 3% of the population at one time; Minimum capacity of 200 people per pool using 27 sq. Ft. per swimmer should be built in place of outdoor pools.	One per 20,000
Soccer Field	Combined with community park or secondary School playfield; a separate facility if interest warrants with limited seating accommodation	One per 20,000
Softball, fastball	Developed according to interest; should be a lighted facility	One per 20,000

Exhibit 4.7 Standards for Regional Facilities

Beach Area	An essential facility; all potential Beach areas should be developed For public use.	No Standard
Nature Centre	Part of a conservation area or Teaching institution	One per Region
Outdoor Education centre	A residential facility in a natural Setting with bussing distance for Children	One per Region
Performance arts Centre	Should include facilities for Dramatic, choral, orchestral or Dance presentations; operated as A commercial facility even when Publicly owned	One per Region
Curling Rink	Usually operated by a private club Public ownership limited to pay as you Play; program can be accommodated In an arena.	12 sheets per 25,000
Golf Course	18 holes; minimum 120-180 Acres; pay as you play when publicly owned and operated.	One per 30,000
Par 3 Golf Course	Consider when regulation course in not Possible; minimum of 25 Acres; may Include driving range.	One per 25,000
Pools, indoor	Not less than 25 meters in length with	One per 50,000

	3 meter board; include some spectator seating	
Rifle or pistol Range	Usually developed and operated as a Private club or in conjunction with a Police facility; fire hall or secondary School;	One per 100,000
Skiing, Downhill	Developed according to suitability of Area with shelter, tows, jumps and slopes For beginners and advanced	One per Region
Cross-Country Skiing	Trails should be developed within natural Setting and with gentle slopes and long, Level runs	One per Region
Trails; Hiking, cycling	Walkway, finger or ribbon park, developed to interest and available areas; often used to link Publicly-owned open space	One system per Region
Snowmobile Trails	May be in a regional park away from residential areas; preferably in an area of 100 acres with wooded trails	

5 Conclusions and Recommendations

5.1 New/Enhanced Facility Development

5.1.1 Aquatic

The issue raised most consistently by stakeholders was the need to sustain and improve provision for indoor swimming and aquatic activities in the Happy Valley-Goose Bay area for all segments of society from youth and adults to the elderly and disabled.

Various arguments were made by sport and recreation stakeholders as to why a new swimming is needed. Not one person among all those interviewed took a contrary point of view. The most convincing reasons made in support of a new pool included the following:



- Swimming is a long established recreation activity in Central Labrador. If the existing pool is forced to close, the loss would be devastating for many of the region's residents.
- According to Labrador Grenfell Health, swimming is one of the most beneficial exercises for personal health and for therapeutic treatment of ailments and injuries.
- The existing pool has limited benefit for therapy treatment because it is not easily accessible for handicapped and injured people. Another problem is that the pool room is not suitable for the installation of a lift system to help patients into the water.
- The Labrador School Board indicated that the swimming pool is the most important outside facility needed to support school programs.
- Swimming is a very affordable recreation compared to sports such as hockey that require significant investments in equipment.
- The environmental conditions inside the Training Centre are highly variable, ranging from being too warm to too cold. The consultants were told that it would be extremely difficult to upgrade the building to today's standards for energy efficiency and control systems for heating, ventilation and air conditioning (HVAC).
- The size of the existing pool (3 lanes by 18 metres) is not adequate to support competitive swimming. The local swim team has to go to Labrador City to participate in trials.

A therapeutic pool was suggested as an important part of an aquatic facility. Therapeutic pools are generally small, warm-water tanks (generally maintained at about 85 degrees F) that are fully accessible and have special features such as water jets, in-water seating areas, and bars to provide additional support. ,

Recommendation

It is recommended that the highest priority for new facility development should be an indoor aquatic facility suitable for a range of instructional, recreational, therapeutic, and competitive programming. At the least this

facility should include a regulation size swimming pool with 6 to 8 swimming lanes and a minimum length of 25 metres. The inclusion of a separate therapeutic pool would be desirable option.

5.1.2 Indoor Walking

Walking is a very popular physical and social activity in Central Labrador communities. While the summer takes care of itself, for six or more months a year the climate is not attractive to walking for the majority of the population. According to Labrador Grenfell Health, the general health of many residents varies noticeably with the seasons. It improves in the summer when they can get outdoors and declines in the winter when they become shut in. This is especially hard on seniors, the less physically able, and young children.



The region lacks a large indoor facility, for example a shopping mall, where people can go in the winter to walk for exercise. The Early Childhood Education Association indicated that one of the major deficiencies of their daycare program is the need to keep children in close indoor quarters for months of the year. The ability to take the children for walks during the winter would help vent their energy and be very positive for their physical and mental health, as well as that of the daycare providers. A walking track would double as a running/jogging track to accommodate more athletic types.

It may also be possible to construct an indoor running/walking rack around the outside perimeter of an aquatics facility, either raised or at ground level. The surface would be adaptable to the humid conditions generated by the pool itself and may also be glass-enclosed with circulation to maintain humidity levels.

Recommendation

It is recommended that another high priority for new facility development should be provision for an indoor walking/running track.

5.1.3 Gymnasiums

In Sheshatshiu the existing gymnasium in Peenamain McKenzie School will soon be replaced by a gymnasium in the new school currently under construction. Churchill Falls has a gymnasium in the Community Centre.

No user concerns were identified during the stakeholder consultations with respect to the gymnasiums in Sheshatshiu and Churchill Falls. Both are able to accommodate the demand for gym time from school and non-school groups.

Policies governing the use of 5 Wing facilities assign low priority to community needs. Canadian military personnel have first priority for access,

Allied military second, and DND and SERCO civilian employees third. These groups also have preferential membership rates.

Any community organization that wishes to use the gymnasium must apply to DND's Community Liaison Officer. The application process normally takes 5-15 days before a decision is made by the Base Commander. Because military needs always take priority, the approval of any long-term arrangement for community access would be highly unlikely. Many of the consulted community groups indicated that they no longer try to get permission to use the base gym. They offered an overwhelming opinion that base facilities, in particular the Gymnasium and Fitness Centre, should not even be considered as a resource that can be relied on to help meet sport and recreation needs in the region.



The 5 Wing Gymnasium cannot be relied on to serve regional needs on a long-term regular basis. The only other regulation size gymnasium, at Mealy Mountain Collegiate, is fully utilized by student activities. The other four gyms in Happy Valley-Goose Bay are undersize facilities with limited capability to support basketball, indoor soccer, and other sports requiring a large floor area. There are also concerns about how long the gymnasium at the Labrador Training Centre will remain available due to the deteriorating condition of the building.

In summary, regional demand for gymnasium time is not being satisfied with the existing facilities. This situation will worsen if it is determined that the Labrador Training Centre will have to close or if access to the 5 Wing Gymnasium becomes more restricted than it already is.

Recommendation

It is recommended that the third high priority for new facility development should be provision for a multi-purpose gymnasium.

5.1.4 Outdoor Walking

One of the major Active Transportation routes in the region is an asphalt trail in Happy Valley-Goose Bay (i.e. the Bike Path), which is extremely popular for walking and bicycling. Other activities such as rollerblading are constrained by cracked pavement and the trail's insufficient width to accommodate multiple uses. Various stakeholders felt that re-surfacing and widening of the asphalt surface would attract a higher number and wider range of users.

Recommendations

It is recommended that the existing Bike Path in Happy Valley-Goose Bay be upgraded, widened, and maintained to a higher standard. It is recommended that, in conjunction with an Active Transportation Plan for the Region, the Bike Path be developed as a key spine for a potential larger trail network.

5.1.5 Youth Centres

Not all of the recreational needs of young people can be accommodated through sport activities. A consistent theme heard from stakeholders was that recreational planning for youth should also consider non-physical needs. A one-sided focus on sports creates a danger of leaving out youth who prefer less physical forms of recreation. A number of participants in the consultations advocated the provision of youth centres that would help get kids off the street, who often get into trouble with drugs and alcohol. Typically youth centres are equipped with pool tables, table games, and electronic games.

Recommendation

It is recommended that the development of youth centres should be a high priority in Happy Valley-Goose Bay and Sheshatshiu, which both have above-average adolescent populations.

5.1.6 Daycare Services

Happy Valley-Goose Bay has two daycare centres. Pumpkin House provides care for 60 children and has an additional waiting list of 30-40. The daycare at the College of the North Atlantic primarily serves children of CNA students and employees. It accepts applications from the wider community only if it has vacancies after this internal demand is satisfied. Both daycares are managed by the Early Childhood Development Association.



The Association assessed the feasibility of developing a new daycare facility to accommodate the latent demand, but found that the capital cost was not affordable. According to the Association's representative, one of the constraints facing the Pumpkin House operation is the inability to take children outdoors during the long winter period or to easily access other indoor facilities. While it meets provincial standards for the provision of outdoor space, this space is useful only in the warmer months. Busing the young children to outside facilities such as the swimming pool is not a feasible proposition due to safety and liability concerns. The development of a new recreation centre in close proximity to the daycare would help overcome this problem. Alternatively new daycare space could be incorporated into the recreation centre or developed in close proximity to it.

Recommendation

It is recommended that daycare needs in Happy Valley-Goose Bay be factored into the planning for any proposed new recreation facility.

5.1.7 Arenas

The Study Area has three full sized arenas, one in Happy Valley-Goose Bay, another in Churchill Falls, and the third, a brand new facility, in Sheshatshiu. The LIN accepted level of service (see Table 5.3.2) is one artificial ice arena per 20,000 of population. Based on this standard, with a total population of less than 10,000, it would appear that the region is well served indeed.

While this indeed appears to be the case, not all groups interviewed agree with the assessment. The highest uses of the E.J. Broomfield Arena are minor hockey and figure skating. General skating is also regularly scheduled. After these priorities, the availability of ice time is more restricted, affecting activities such as recreational hockey and broomball.

While some groups advocated for the need for a second arena in Happy Valley-Goose Bay, it is highly unlikely that this would be a viable undertaking given the size of the town's population. Related to this issue is the recent development of a new arena in Sheshashiu, only a half hour away. Band Council representatives indicated that the Sheshatshiu arena is available for rent by outside groups.



Both the Town of Happy Valley-Goose Bay and the Town of Churchill Falls indicated that their arenas have upgrading needs. The priorities for the Broomfield arena are a new or upgraded ice plant and new boards around the ice surface. The priorities for the Churchill Falls arena are a concrete pad to cover the existing sand base and upgrading of its air cooled ice plant. These improvements would extend the ice season for the Churchill Falls arena by two months and allow it to be used for indoor soccer after the ice is removed.

Recommendation

It is recommended that the upgrading needs of the Broomfield and Churchill Falls arenas be considered as secondary priorities for regional facility development. The proposed upgrades would help to ensure the sustainability of these facilities and enhance recreational benefits for the region.

5.1.8 Cross Country Skiing

The Birch Brook Cross Country Ski Club has a groomed trail network that offers a skiing experience second to none in the province. However, the existing clubhouse is a minimal facility that detracts from the overall experience offered. The Club says there is terrific interest in the sport, but it is constrained by the lack of indoor amenities. They feel that the development of a new clubhouse, with hot showers, change rooms, a kitchen, and a social area, is necessary for the ski trail to realize its full potential. This 43-kilometre trail is truly a regional facility and is capable of substantially increasing daily usage as well as hosting provincial and national events. A much better clubhouse would also serve the needs of AT enthusiasts (walking, hiking, cycling, etc.) during the non-winter months.

Recommendation

It is recommended that a new clubhouse for the Birch Brook Ski Club be considered as a secondary priority for regional facility development.

5.1.9 Curling

The curling club in Happy Valley-Goose Bay would like to see a new curling rink developed in conjunction with either a new arena or the upgrading of the

ice plant in the E. J. Broomfield Arena. With a current membership of about 70, the club feels a new larger facility would attract considerably more members. A new rink would require investments in both the facility itself, and either a shared or a stand-alone ice plant.

Recommendation

It is recommended that a new curling rink in Happy Valley-Goose Bay be considered as a secondary priority for regional facility development.

5.1.10 Other Activities

A number of activities popular in the region do not require special space or facilities. Activities such as aerobics, weight training, judo, and dance can essentially be accommodated in rooms with adequate capacity for equipment and the number of people involved. As existing facilities seem to be adequate to these needs, they should not be considered high priorities for new facility space.

The judo club uses a dedicated room in the annex to the Labrador Training Centre. A club representative indicated that it meets the club's current needs, but that new space would be necessary if the Training Centre ever closed. Judo needs to have its own dedicated space because it is not practical to have to take up and store the large heavy mats on a daily basis.



While these types of activities can be accommodated in non-specialized buildings, there would be strong advantages to locating them in a central recreation facility as long as resources were not a constraint. This could be achieved, for example, with a series of rooms for dedicated or shared-use activities. However, given that other options are possible to accommodate these types of activities, they cannot be suggested as a high priority for facility space.

Recommendation

It is recommended that general purpose recreational space be considered as a secondary priority for regional facility development.

5.1.11 Ongoing Project Needs

Rotary Fields:

Interviews with the Central Labrador Economic Development Board as well as the Town clearly stressed that the Outdoor Recreation Complex behind Mealy Mountain Collegiate needs to be finished. The complex will serve regional needs (i.e. Central Labrador and Labrador, as a whole) as well as well as the residents of Happy Valley-Goose Bay. Consisting of tennis courts, soccer pitches, a ballfield and a skatepark, this facility will accommodate the needs of students and increase opportunities for adult sports.

Auditorium:

The cultural component of recreational needs is being addressed by the construction of an auditorium next to Mealy Mountain Collegiate.

Construction of this facility started in 2007, and hopefully will be completed in 2008.

5.2 New/Enhanced Program Development**5.2.1 Coordination of Programs and Facilities**

Interviews with sport groups revealed that one of the biggest drawbacks to recreation program delivery in Central Labrador is the fragmented organizational structure. Paid recreation staff are employed by various agencies but we heard that they tend to operate in silos, resulting in minimal attention to what is happening with the bigger picture. As a result, much of the burden for organizational issues and coordination rests on the shoulders of volunteers, creating frustration and burnout.

Perhaps the highest need from a programming perspective is for an improved regional management structure to improve the coordination of facility utilization. A suggestion arising from the consultations was that a regional recreation coordinator should be hired to monitor and coordinate facility scheduling, so that better utilization can be achieved. A key aspect of this responsibility would be to improve communications and information flow between facility operators and user groups.

Perhaps a more important outcome of better coordination would be that volunteer workloads and frustration would be eased and their work would be made more enjoyable. As one sport group volunteer put it, “We just want to organize our sports but dealing with facility bookings and lack of information has turned what we love doing into a job”. Solving the workload issues faced by volunteers could be the single most important initiative that would lead to improved recreational benefits for Central Labrador.

Recommendation

It is recommended that ways and means be explored to improve the coordination of recreational facilities and services in Central Labrador, including the possible hiring of a regional recreation coordinator.

5.2.2 Regional Recreation Facility

In the discussions about a potential regional recreation facility, no obvious management model emerged for the ownership, operation, and maintenance of the facility. The principal players currently involved in recreational services in Central Labrador include the Provincial government, the Town of Happy Valley-Goose Bay and the Sheshatshiu Band Council. Suggestions ranged from the Province assuming total responsibility to a regional partnership that would involve the Province, municipalities, and Aboriginal organizations.

The Town of Happy Valley-Goose Bay stated that it is not interested in assuming direct responsibility for the operation of the proposed facility. It would, however, be willing to “look at” participating in some form of regional partnership. Council pointed out that the Town already devotes significant resources to recreational services, both through the operation and maintenance of facilities and management of programs, as well as through significant in-kind support to community sport and recreation groups.

5.3 Next Steps

The creation of a responsive and accommodating Regional Recreational Facilities strategy based around the recommendations of this report should include the following steps:

1. Structural Assessment of Labrador Training Centre and swimming pool to confirm condition before proceeding with new facility development or detailed master planning assessment.
2. Development of a detailed Recreation Master Plan including draft facility designs/plans and initial costing estimates
3. Gaining initial commitments of development funds from local, provincial and federal government sources as well as any other means that may be available (grants, local fundraising, etc);
4. Determining a facility financial plan and governing structure. The establishment of an acceptable cost sharing and management structure will be an essential step toward achieving the recommendations of this Study; and
5. Achieving regional “buy-in” to the Master Plan in terms of potential facilities to be developed, possible user fees, and/or tax based funding formulas and use priorities.

