

EXECUTIVE SUMMARY

The Recreation Master Plan establishes the overall framework for future decisions, resource allocation, and community services that support the health, wellness and vibrancy of the City of Fredericton.

The City of Fredericton has made a conscious decision to plan its future and manage its resources in a manner that sustains this important community service. The Recreation Master Plan builds on and acknowledges the synergies between this Plan and other recent plans undertaken by the City including but not limited to the 2007 Municipal Plan and the 2007 Trails and Bikeways Master Plan.

The Master Plan assessed the City's natural and built recreation assets; considered current community population and demographics and anticipated future growth; included an assessment of relevant trends and best practices; incorporated input from the community at large, stakeholder groups, staff and elected officials, as well as the input of community institutions and partners. A major theme of the Master Plan was the need to develop and adopt directions that will maximize healthy living for Fredericton residents, and to identify sustainable delivery options, thereby ensuring this important service remains a viable public service.

While the focus of this Plan is the role and responsibility of the City of Fredericton's Community Services Department, most specifically the Recreation Division and to a degree the Parks and Trees Division, this Plan also acknowledges the important roles played in support of recreation services by other municipal departments. The Plan also acknowledges the significant role that other agencies, institutions and community groups in Fredericton play in the overall delivery of recreation opportunities to the community. In recognition of this reality, the Recreation Master Plan strongly supports and encourages the enhancement and refinement of existing and future partnerships for service delivery.

The reader is encouraged to read the entire document. However, this Executive Summary will provide you with a high level overview of highlights of the Recreation Master Plan and a list of its strategic directions and action steps recommended.

Population and Demographics

Fredericton has experienced moderate recent and anticipates additional moderate growth during the life of this Master Plan. With respect to age demographics there is growth in both the young, middle and older population age cohorts, boding well for the City in that it creates a well balanced community environment. Unemployment is notably lower than the Province as a whole and average income somewhat higher. The Fredericton population has a larger proportion of English speaking residents than the Province of New Brunswick as well as a proportionately larger visible minority population. The percent of residents identifying themselves as representatives of visible minority communities grew by approximately 3% in the last inter-census period. The City's residents are more internally mobile than the Province as a whole with more residents moving within the City, from other provinces and from other countries to the City than to the Province.

Consultation Summary

A fairly extensive consultation program was carried out for the Master Plan including key informant interviews with staff, elected officials, agency and institutional representatives, focus groups with youth, older adults, sports groups, health providers, service providers, staff, stakeholder surveys, and public meetings. We also reviewed a recent Citizen Attitude Survey prepared just prior to the commencement of the Master Plan.

There were a number of consistent themes throughout the various consultation activities associated with the Master Plan.

Recreation Infrastructure: The need for more and better recreation infrastructure including greater access to gymnasias, support for non-traditional recreation activities for youth, the need to incorporate green technology, the need to assemble larger properties of land for community parks. Trail development was strongly supported issue. Support for centralization/decentralization of facilities fell across the entire spectrum of options.

Collaboration and partnerships: Representatives of external agencies were supportive of partnerships to develop infrastructure and programs. At the same time there was recognition that much may need to be done to ensure the climate is right for future collaborative partnerships – although there is willingness to proceed to develop this positive climate.

Role of the City in responding to various sectors and requests emerged as a significant theme. This included the need to clarify the City's role with respect to high performance athletes, the City's role with sport tourism, and the City's role with respect to specialized facilities.

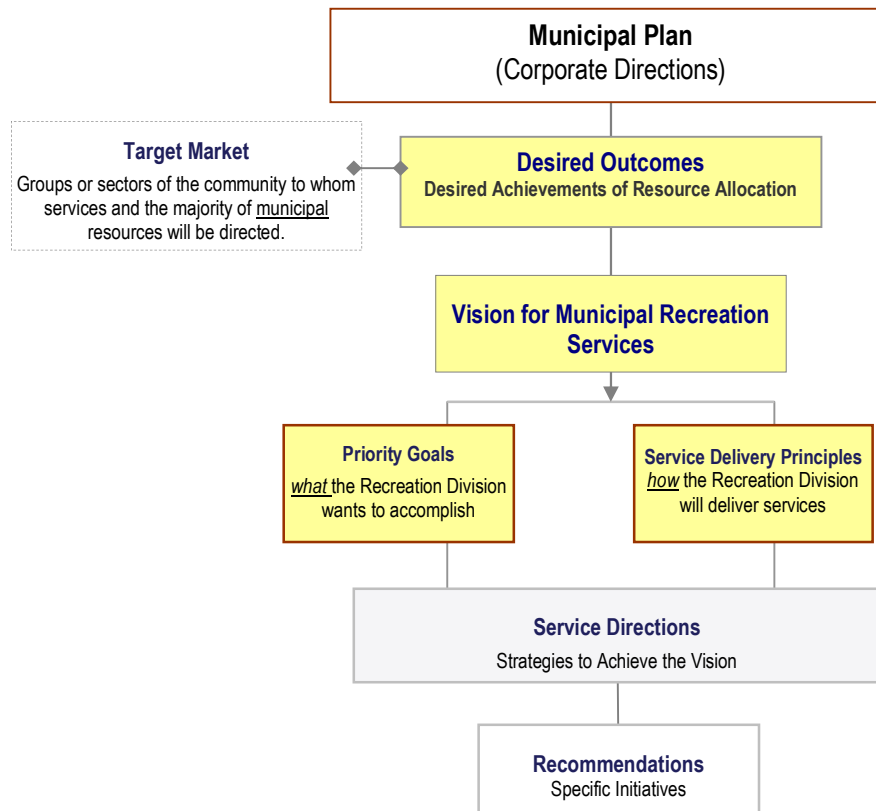
Needs Assessment

A very extensive needs assessment was prepared using the growth and demographic data, extensive trend data documented in the body of the main report, the summary of the existing facility, park, staff, and program services, and of course input from the consultation activities. The reader is encouraged to read these in their entirety when time permits. The following tables summarize the strengths and challenges of the City's organizational services, program, facility and park infrastructure. These summaries (and the material that went into the summaries) were used to guide the needs assessment and ultimately the service directions.

The Recreation Master Plan identified strengths and challenges of the existing organization and recreation infrastructure. In general the City is doing an excellent job addressing the needs of the community within the context of its role and the resources available. Recent facility redevelopment and new development has addressed many outstanding issues. A few new infrastructure initiatives were identified in the Master Plan but on the whole these were relatively limited. A number of policy and operational actions aimed at communication and collaboration are some of the stronger directions of the Plan.

Service Framework

A Service Framework was developed for the Recreation Master Plan. The Framework – illustrated here is discussed in detail in the full Master Plan report.



An important element of the Recreation Master Plan was the identification of the key **Target Market** of the City's recreation services. In the future the City will focus its resources on the general population with activities and facilities that support participation at the basic and introductory level. Resources will be directed toward activities and facilities that contribute to increased activity levels whether for seniors, families, youth, children or adults. Residents who participate beyond the basic or introductory level will certainly benefit from the services and facilities provided – either as they were growing up within the municipal system, or because the municipal facility has been enhanced through partner resources.

The **Vision** is the future to which all resources and efforts are directed - the “planned future”. It does not reflect what exists rather it is a Vision for change. The Vision is achievable in the time frame of this Plan.

Through strong partnerships with the many organizations and groups that provide recreation, the City of Fredericton supports financially and environmentally sustainable opportunities for active living and participation in a wide variety of community-level recreation experiences.

Service Goals: are well-defined initiatives or priorities that describe what an organization will do to achieve outcomes. The priority goals outlined in the Recreation Master Plan are:

1. To increase participation in active recreation activities for all segments of the City's population.
2. To develop strong partnerships with community and agency partners, to support delivery of common parks and recreation needs.
3. To ensure adequate and responsive facility provision that supports inclusive programming, participation, and activities of broad interest that contribute to healthy active living.
4. To ensure enhanced communication with public, partners and community groups through new and creative methods and initiatives.
5. To ensure that community level recreation needs of a non-sport nature are available to the community.
6. To enhance the City's community development role.

Service Delivery Principles: are broad statements that describe how services are delivered – the roles or approaches that will govern all the things the City does with respect to its recreation services. In the future recreation services will be delivered in a manner consistent with the following statements:

1. Services will be delivered through strong and effective partnerships.
2. The City will seek to provide services directly when no other service provider or viable partner is available.
3. The City will strive to ensure that opportunities are equitably delivered throughout the City.
4. Services will be provided in a manner that is financially sustainable and that supports capacity use of all resources, facilities and services.
5. Municipal parks and recreation services will be provided in a manner that is efficient and effective including monitoring performance measures and service trends.
6. Municipal parks and recreation services will be provided in a manner that seeks to reduce the carbon footprint and supports green and sustainable service delivery.

Definition of Terms

The Recreation Master Plan includes a glossary of terms. With the exception of one, those terms will not be repeated in the Executive Summary. Two terms are however important to understanding the intent of the Action Steps:

1. **Community Level Recreation:** - activities provided or participated in at an introductory, recreational level. Activities could be *active recreation* and sport such as sport leagues, camps, adult fitness, swimming lessons; *creative activities* such as learn to paint, children's drama camps, or *passive activities* such as reading a book. Community level recreation can be *structured* as in a class or group, or *unstructured* such as riding a bike or playing at a playground.
2. **Recreation, creative recreation, passive recreation, leisure:** These terms are used throughout the Master Plan. In all cases they are intended to reflect a "community level of participation" as noted above. The terms *recreation* and *leisure* are used interchangeably in this document.

SERVICE DIRECTIONS AND ACTION STEPS

Service Directions – Operations

Division Role

SD-Op-001 The City of Fredericton Recreation Division’s services will focus on community-level recreation including active healthy living experiences, and opportunities for creative and other leisure time pursuits.

Action Step # 1: Communicate the City’s role and focus for recreation services through promotional materials including: the Recreation Program Guide, the City’s web site, information and policies specifically related to the Division’s service role, and other appropriate communication sources.

Action Step # 2: Ensure that Recreation Division and other City staff are familiar with the concepts and implications associated with a community-level role and how this will be communicated to community organizations, residents and potential facility, program and event partners.

Action Step # 3: Meet with representatives of related service providers in the City such as the Universities, the YMCA, School Districts, Boys and Girls Club, Provincial government etc., to explain (1) the implications of the community-level focus with respect to programming, events, and facility development, and (2) confirm the City’s participation as a partner in other levels of activity as appropriate.

Action Step # 4: Develop a consistent message indicating the Division’s role in supporting community-level initiatives and participating as a partner in other activities, and communicate this to community sport and recreation groups.

Action Step # 5: Adopt the position that community-level recreation includes activities that support active healthy living, opportunities to develop creative interests, and opportunities to socialize with other community residents.

Resources for Capital Development

SD-Op-002 The Recreation Division will direct its financial resources for capital development toward community-level infrastructure.

SD-Op-003 The Recreation Division will consider providing financial resources for capital development toward facilities that are beyond community-level infrastructure (as defined in this Master Plan) consistent with funding policies related to joint venture and partnership funding policies.

Action Step # 6: Develop a policy and supporting procedures to guide requests for capital development for facilities and services that are beyond the scope of “community-level” facilities and services. The policy should define the City’s role, financial and material contributions.

Collaboration, Outreach and Communication

SD-Op-004 The Recreation Division will expand its attention to communication and collaboration with existing and potential partners and community volunteers, and through its focus on community development.

- Action Step # 7:** With the assistance of staff responsible for managing the City's web site, enhance the Recreation Division's website presence to make it the main media portal to the Division's information regarding programs, policies, planning studies, facilities etc., and provide resources to maintain its currency, and to highlight special communiqués such as public meetings for consultation.
- Action Step # 8:** Through consultation and communication via: special meetings, signage in community centres, ongoing activities such as registration and facility bookings, flyers in new resident's packages (Welcome Wagon), to inform residents, community groups that the focus of the Recreation Division's communication will increasingly be via the City's website with a clear link to the Recreation Division.
- Action Step # 9:** Consider moving a majority of the Division's communication focus to the City web-site over a period of several years to redirect resources from print media to ongoing management of the web site with special sections developed.
- Action Step # 10:** Incorporate appropriate consultation approaches to assess the market demand, clarify issues and determine consistency with community values, in all future planning initiatives.
- Action Step # 11:** Establish bi-annual meetings of community sport groups (of multiple or individual groups as appropriate) to provide opportunities to identify and discuss issues common to more than one group. Use this bi-annual meeting to identify upcoming consultation opportunities and expectations that may be associated with studies and other initiatives of the City of interest to these groups.
- Action Step # 12:** Assign a staff (see Action Step 19) to liaise with community sport groups and include responsibility for these bi-annual meetings in their role.
- Action Step # 13:** Develop a process to feedback information received from community sport groups and discussed at bi-annual meetings.

SD-Op-005 The Recreation Division will work with other Municipal Divisions and Departments to ensure efficient and effective collaboration on issues and activities that involve or have implications for recreation services.

- Action Step # 14:** Develop clear internal processes to ensure that Recreation and Parks and Trees Division staff have timely input to decisions related to land acquisition for lands that will be used for parks and recreation purposes (see recommendation 64).
- Action Step # 15:** Encourage opportunities for collaboration between Recreation Division staff and Development Services Division to support community-level creative recreation opportunities.

Staffing

SD-Op-006 The Recreation Division will periodically assess its staff complement and allocation of resources to ensure that these resources are appropriately allocated to support the recommendations of this Master Plan.

- Action Step # 16:** Upon adoption or receipt of the Recreation Master Plan management should review the current assignment of staff to assess opportunities to direct additional existing staff resources to the key areas supported by this Plan including indoor and outdoor facility maintenance, facility and program partnership development, community development, and communication to partners and stakeholders.
- Action Step # 17:** Review staff allocation on an annual basis to assess the degree to which existing staff can respond to development and service issues and recommendations of this Plan.
- Action Step # 18:** Upon review if it appears that existing staff complement is insufficient to respond to existing demands and directions of the Plan consider undertaking a full operational review to identify workload efficiencies and priorities for additional staff resources.
- Action Step # 19:** Identify staff training and information requirements to move forward with new directions recommended in this Plan including but not limited to consultation with community groups, policy development, and partnership development.
- Action Step # 20:** Continue to provide outreach and community development support to youth and older adults and use this service approach as a model to establish community development services to support sport, active recreation, and active living initiatives and partnership development associated with community based interests.

Policies and Practices

SD-Op-007 The Recreation Division will work with partners and the community as appropriate to develop and communicate policy positions recommended in the Recreation Master Plan.

- Action Step # 21:** The Recreation Division should develop a policy statement and associated procedures for joint venture funding of small community projects.
- Action Step # 22:** The Recreation Division should review their policy and procedures regarding support to community groups through community development.

Service Directions – Program

Program Variety

SD-Pr-001 The Recreation Division will expand the diversity of its program services through attention to future facility space elements, support to community groups, and collaboration with other Departments and community partners.

Action Step # 23: Using the tools and tracking opportunities available through the CLASS system track program participation trends on an annual basis and use this information to guide new program development and program phase-out decisions.

Action Step # 24: Using opportunities to gather input from program participants and facility users, information that may come from program enquiries, general information regarding program needs and trends, and being mindful not to duplicate existing programs provided by others where demand is clearly met, identify new programs that are consistent with the City's community based recreation focus and which will expand the diversity of available program services.

Action Step # 25: In future facility development and when redeveloping existing facilities incorporate opportunities for multi-purpose space that supports community level creative recreation activities.

SD-Pr-002 The Recreation Division will continue to work with advocacy groups to identify opportunities to increase accessibility to the City's recreation programs and facilities by persons with a disability.

Action Step # 26: Continue to work with partners to discuss opportunities to enhance access to and suitability of access to City programs and facilities by persons with a disability.

SD-Pr-003 The Recreation Division will work with partners and the community to identify programming to meet the needs of those whose language and culture is not accommodated in current programming, to find bi-lingual leaders and instructors, best methods of communication, etc., to ensure that all residents benefit from the City's recreation services.

Action Step # 27: Assess current programs, program staff, communication methods etc., to ensure they contribute to the provision of bilingual program opportunities where available, and where these fall short identify and communicate short term initiatives to address those situations.

Age-Based Program Needs

SD-Pr-004 The Recreation Division will support age appropriate programming for older adults in a variety of settings. This programming will recognize the large variation of ages, abilities, and financial means within the City's older adult population.

Action Step # 28 Prepare a strategy for recreation services to older adults to include: (1) focused consultation with participants of the City's senior centres, older adults participating in other City programs (e.g., aquatic, fitness) (2) assessment of participation trends by age-cohort in the City's programs and broader relevant societal trends (3) consultation with related service providers (4) assessment of future operating and capital costs related to recreation for older adults.

- Action Step # 29:** Review City programs to assess the availability of age appropriate programs (structured and unstructured) opportunities available within the City's facilities. Where gaps are identified work with community partners and older adults to develop appropriate program opportunities.
- Action Step # 30:** Ensure that multi-purpose spaces developed as part of new and redeveloped community hub facilities are designed to support the needs of older adults within these age-integrated facilities.
- Action Step # 31:** Work with community partners to support a wide variety of suitable recreation, education, and social opportunities to respond to the needs of the City's older adult population, within integrated settings, and to meet the interests and abilities of younger, active older adults and older less mobile older adults.
- Action Step # 32:** When developing community hub multi-purpose recreation facilities ensure effective opportunities for community and partner input to the design and programming of these facilities.

SD-Pr-005 The Recreation Division will continue to work with and reach out to the City's youth and organizations involved with youth issues to support appropriate opportunities for recreational activities.

- Action Step # 33:** Ensure that the community development role with respect to youth remains an integral element of the Recreation Division's services. Enhance that role as needed to ensure suitable support and resources, as well as freedom to collaborate with other service providers and youth representatives, to address the needs of youth involved in active but fringe recreation activities, in a manner that is safe for both participants and the natural environment.

Active Living

SD-Pr-006 The Recreation Division will continue to incorporate active healthy living in all of its program and facility initiatives, its communication with the public, its collaboration with service partners.

- Action Step # 34:** Assume an active and, if appropriate a leadership role, with other major City agencies and institutions in pursuit of partnerships for programs and facility infrastructure development that support community access to active living opportunities.
- Action Step # 35:** Adopt a policy to promote the sale of "healthy" food and beverages in the City's concessions and vending machines.
- Action Step # 36:** Establish as a priority the development of trails and bikeways that support active transportation to community recreation hubs.

Opportunities for Low Cost, Inclusive, Unstructured Activities

SD-Pr-007 The Recreation Division will work with its partners and with the community to develop and communicate opportunities to access low and no cost and unstructured recreation opportunities for all residents.

Action Step # 37: Review current program opportunities to assess the availability of low or no cost recreational opportunities by geographic and age appropriate distribution to (1) identify any gaps and (2) develop strategies to reduce and where possible eliminate those gaps.

SD-Pr-008 The Recreation Division will work with its partners and with the community to develop and communicate policies and processes that support access to recreation programs for low income children and youth.

Action Step # 38: Review Municipal policies and practices related to access to recreation by low-income children, youth and families and assess the degree to which changes to this policy/practice would support the goals of the City's recreation services. Changes could involve new programs, partnerships, better communication of existing options etc.

Action Step # 39: Based on the results of the review of policies and practices related to access to recreation for low income families initiate discussions with service partners and others as appropriate to develop options to remove some of the barriers that may be causing restrictions to participation by low income residents.

Service Directions - Facilities

Facility Model

SD-Fa-001 The City supports sport and recreation facilities and spaces that include:

- Indoor and outdoor *Sport Hubs* that respond to large numbers of participants within the City's priority target market group will be provided as multiples, and sited in locations that can accommodate significant parking. While connection to the City's Transit system and active transportation networks is desirable it is understood that the private automobile and team busses may be the most realistic method of travel to and from these facilities (e.g., Large Skate Plazas, major splash parks etc.) would be appropriately sited with these facilities.
- *Community Level Recreation Hubs* are multi-generational, multi-activity hubs that support recreational and social opportunities for geographic populations geographic of approximately 15,000 to 20,000. They are accessible through active transportation networks. Their design is sufficiently flexible to respond to changing interests. They respond to the specific needs of the communities in which they are located although will incorporate at minimum multi-purpose space, social space, and instructional space. Depending on their location they may also be incorporated with facilities serving as a sport hub. They may incorporate non-recreational space including library branch, community policing, community health provider offices, etc. They could be part of a community school development. Ideally these facilities will be combined with or close to outdoor local level open fields and casual play areas. They may be connected to leash free dog parks. Community skate parks could be sited with these facilities.

- *Neighbourhood Level* outdoor recreation facilities such as play structures, sport courts, tennis courts, small skate parks etc., will be developed at the neighbourhood level as appropriate based on the demographics of the neighbourhood, community interest and available land.
- *Citywide spaces and facilities* that support open natural areas and greenspace, urban forests, spaces of a unique and historic nature, that serve a City wide population.

Action Step # 40: Adopt the facility hierarchy as a guide for future redevelopment and development of recreation and sport facilities.

Facility Service Levels

Indoor Facility Requirements

Action Step # 41: Adopt the following service levels for indoor facilities as a guide for future facility development:

- Indoor arenas 1:18,000
- Indoor aquatic Facilities 1:30,000
- Indoor Multi-purpose/multi-generational recreation facilities 1:25,000*
- Indoor municipally owned or operated gymnasias 1:30,000

Action Step # 42: Assess the opportunity and community support to develop a multi-purpose, multi-generational recreation hub, to be centrally located.

Action Step # 43: For growth areas of the City that may be some distance from services and amenities and before they have achieved the population required for further infrastructure development, undertake feasibility assessment to identify indoor and outdoor facility requirements and appropriate development actions.

Action Step # 44: Work with the local communities to develop an appropriate multi-purpose / multi-generational recreation hub to meet the needs of residents in the Royal Road area of Fredericton.

Action Step # 45: Initiate discussion with agencies and institutions within the City regarding opportunities to collaborate and partner on development of a second indoor aquatic facility, the location of which should be on the south side of the River.

Action Step # 46: Prepare a full feasibility assessment focusing on a market assessment, business plan, and partnership assessment for an aquatic facility prior to initiating development of an aquatic facility.

Action Step # 47: Develop a second indoor aquatic facility, either alone or in partnership with an agency or institution in the City. The indoor aquatic facility should be fully accessible to the general public (e.g., not membership based). Its use should focus on recreational, instructional, fitness and therapeutic use typically found in a 25 meter pool with a leisure component in either a single or two-tank facility. The indoor aquatic facility should be developed as a component of an accessible community recreation centre not as a stand-alone facility.

Outdoor Facility Requirements

Action Step # 48: Adopt the following service levels for outdoor facilities as a guide for future facility development.

- Outdoor artificial turf fields 1:30,000
- Softball diamonds unlit 1:10,000
- Softball diamonds lit 1:15,000
- Hardball diamonds lit 1:50,000
- Soccer fields unlit 1:3,000
- Sports Courts in Neighbourhood Parks 1:5,000
- Playground Structures 1:5,000
- Tennis Courts unlit 1:3,000
- Tennis Courts lit 1:5,000
- Splash Pads 1:15,000-25,000 (depends on size of water feature)
- Skateboard parks ((with approximately 4 – 6 permanent elements) 1:25,000
- Outdoor pools and wading pools no further development

Action Step # 49: At the end of the 2008 field season consult with groups to assess the degree to which needs have been met with access to the new artificial field.

Action Step # 50: On an annual basis assess outstanding demand for existing fields through documentation of field requests that cannot be met, and consultation with groups.

Action Step # 51: Develop a second artificial field in partnership with one of the City's institutions or groups (e.g., Universities, School Districts, Fredericton Youth Soccer Association) following and based on results of action steps 50 and 51).

Action Step # 52: Acquire removable artificial turf to be used in one or two of the City's arenas when the ice is out during the spring shoulder season, which will assist with the resting and maintenance of natural turf during the wet spring season.

Action Step # 53: Monitor use of the City's ball fields to confirm level of annual use and consider and investigate opportunities to consolidate a number of ball fields in a larger sport field park.

- Action Step # 54:** Undertake a comprehensive sport field strategy to assess needs and opportunities related to sport field provision including but not limited to: current and future indications of use, suitability of existing fields for today's players, opportunities to consolidate fields on larger sport field locations and decommission older smaller fields, capital cost of decommissioning and redevelopment, operating cost estimates of consolidation, community support for consolidation, redevelopment and decommissioning recommendations.
- Action Step # 55:** Initiate and provide leadership to a "working group" composed of City staff, school representatives, City police, other agencies as appropriate, and youth interested in developing infrastructure for activities for youth in a manner that is safe for both participants and the natural environment. Work with this group to develop such sites in appropriate locations.
- Action Step # 56:** Assess infrastructure available in neighbourhood parks to determine its appropriateness for the neighbourhood. Develop a process whereby informal infrastructure (i.e., play structures, sport pads, benches, shade areas etc.) is updated to meet the needs of the community and resources available. Development processes should incorporate as appropriate, joint ventures with the community to develop site specific infrastructure.

Service Directions -Parks and Open Space

Park Hierarchy and Utilization

SD-Pa-001 Park designations recommended in the Recreation Master Plan will be incorporated within the 2007 Municipal Plan and used to guide current and future parkland assessment.

- Action Step # 57:** Incorporate the park and facility hierarchy guidelines within the Municipal Plan.
- Action Step # 58:** Work with the Development Services Department to secure and assemble sufficient and appropriate land in growing areas of the City to provide the recommended amount of neighbourhood and community park sites.
- Action Step # 59:** In cooperation with other City Departments and the community as appropriate, assess undeveloped parkland to determine its appropriateness for development, non-park use, or sale.

SD-Pa-002 Parkland that does not provide opportunities to meet the City's sport, passive and active recreation space requirements will be assessed to identify the most appropriate use of these lands.

- Action Step # 60:** Identify park sites that are too small to fit within the recommended park hierarchy, which do not have an acceptable function (e.g., site of a cenotaph, or small but necessary site due to limited other outdoor space) and consider options for disposal or appropriate reuse.
- Action Step # 61:** Identify opportunities to assemble land to augment existing sites, or to exchange with existing sites, in a manner that moves the City's parkland supply toward one that is consistent with the parkland hierarchy and requirements recommended in the Master Plan.

Action Step # 62: Assess neighbourhood parks to identify the appropriateness of location relative to neighbourhoods, appropriateness of amenities, and options to better meet the needs of the local neighbourhood.

Strategic Parkland Assembly

SD-Pa-003 The City will review its current land assembly practices to ensure that the policies and processes are consistent with the City's recreation and sport facility and program requirements.

Action Step # 63: Work with the Development Services Department to develop policies and land acquisition practices that support the assembly and acquisition of appropriate park land in developing communities.

Action Step # 64: Develop a playground for the Royal Road Park to compliment the existing infrastructure of a newly renovated outdoor pool, ball field, and green space and to support development of a Recreation Hub in this area.

Trail Development

SD-Pa-004 The Recreation Master Plan supports the recommendations of the Trails/Bikeways Master Plan and the need to designate resources to begin implementation of that Plan.

Strategic Direction – Monitoring the Plan

Monitoring

SD-Pa-001 The Directions of the Recreation Master Plan will be monitored regularly with at minimum annual reporting of the achievement and adjustments to action steps.

Action Step #65: Responsibility for annual monitoring and reporting of the status of the action steps in the Recreation Master Plan will be assigned to a staff within the Recreation Services Division who will work with other staff as appropriate to gather and consolidate information on the status and adjustments to action steps in the Plan.

Action Step #66: Prepare a Master Plan Update at the end of the first five years of the 2008 Recreation Master.

Action Step #67: Prepare a new full Recreation Master Plan to begin in approximately 2018.