

**City of Pitt Meadows
Pitt Meadows, British Columbia, Canada**



Working Together for Results

**2012 Business Plan
Community Development, Parks & Recreation
Recreation Department**



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1.0 Executive Summary

The Recreation Department operates public facilities and a broad range of recreation programs and services in collaboration with community organizations and agencies such as the Maple Ridge/Pitt Meadows Arts Council Society, the Ridge Meadows Seniors Centre Society, Museum and Heritage Societies, School District No. 42, not for profit groups, and the business community.

Facilities include multi-use fitness and aquatic centres, seniors' recreation centre, ice arenas, library, the Arts Centre and Theatre, community halls and the curling club. Programs include drop-in or pre-registered arts and culture, aquatic, fitness, skating and others.

Services include recreation access programs, volunteer development, festival development, and community planning tables for healthy community initiatives, as well as administrative duties such as facility rentals and ice scheduling.

The Joint Parks and Recreation Agreement with the District of Maple Ridge provides for joint use and management of parks, facilities, and leisure services within a region that includes both municipalities.

2.0 Strategic Plan Alignment

Transportation

- Promote walking and cycling as an alternative mode of travel.
- Encourage enjoyment and use of outdoor recreation such as parks, trails and dykes.
- Develop and promote outdoor active opportunities to visitors as well as local residents.

Community Services

- Ensure accessibility to all citizens by working in partnership with community groups and local service providers.
- Promote health and wellness through participation in recreation, sport and community involvement.
- Involve neighbourhoods in defining their leisure and recreation needs and in developing positive solutions.
- Provide opportunities to develop community capacity through leadership training workshops, networking, community initiated projects and information sharing forums.
- Support opportunities that encourage a sense of community identity and pride.
- Connect citizens to the community through involvement in recreation, arts, festivals and neighbourhood activities.
- Provide community members with an opportunity to participate in identifying community recreation needs or to contribute suggestions on service improvements.
- Recognize and support the important contribution of Parks & Leisure volunteers.
- Incorporate new technologies that enhance customer relations.
- Support non-profit boards and community groups who provide sport, recreation, arts, cultural and heritage services to the community.

Governance

- Use sound financial management practices in the delivery of leisure services.
- Manage facilities in a cost-effective manner; incorporating energy saving strategies.
- Consider alternative approaches to providing quality, cost-effective leisure services.
- Enhance revenues through promotion campaigns that increase use of recreation services and through regular reviews of fees and charges.
- Make the most efficient use of funds by supporting non-profit boards and community groups

who provide sport, recreation, arts and cultural services to the community.

- Manage recreation facilities such as the Leisure Centre, Pitt Meadows Family Recreation Centre, South Bonson Community Centre, and Pitt Meadow Heritage Hall.
- Plan the development of new recreation facilities such as the new Maple Ridge Museum and the Pitt Meadows Seniors Recreation Centre.
- Manage recreation facilities and leisure services in a manner that will uphold and enhance the public trust.
- Function in an open manner by including citizen input when planning leisure services.
- Provide facilitation or other support as needed to Municipal initiatives that engage citizens.

Interdependencies

The department works collaboratively with other municipal departments, community organizations and residents.

3.0 Department Services
Services Provided

The Recreation department provides leadership in Community Connections, Health & Wellness and Business Operations.

- Providing leadership and support to the Maple Ridge Pitt Meadows Seniors Planning Table.
- Negotiating and managing the fee for service agreement with the Seniors Society, Heritage Societies and the Arts Council.
- Supporting the development of policies, plans and community initiatives.
- Providing educational workshops designed to provide opportunities for volunteers and non-profit boards to gain the tools and skills needed.
- Providing leisure education and supporting customer's individualized wellness goals in relation to social, emotional, cognitive and physical need.
- Removing barriers by providing all residents with access to Recreation facilities.
- Providing drop-in and registered programs related to Health and Wellness.
- Coordinating campaigns and activities such as the Active Community Walking Campaign, Doggie Dash, and Pitt Meadows Canada Day Run.
- Assessing the business requirements of the department and ensuring technology needs are met.
- Negotiating and managing leases within municipally owned recreation facilities.
- Liaising with sport, community, residential and commercial groups to ensure equitable access to facilities and ice.
- Coordinating rental contracts, subsidies and insurance services.
- Providing customer service in person, telephone and web-based assistance to the public.

Customers

- Current and future citizens of Maple Ridge and Pitt Meadows.
- Volunteer organizations such as special event groups and neighbourhood associations.
- Service and community partners such not-for-profit societies, fee-for-service groups, and neighbourhood associations.
- Private partners, businesses and Corporate Fitness clients.
- Visitors to Maple Ridge and Pitt Meadows.
- Other service providers such as the RCMP, Fraser Health Authority and municipal departments of Maple Ridge and Pitt Meadows.

Values

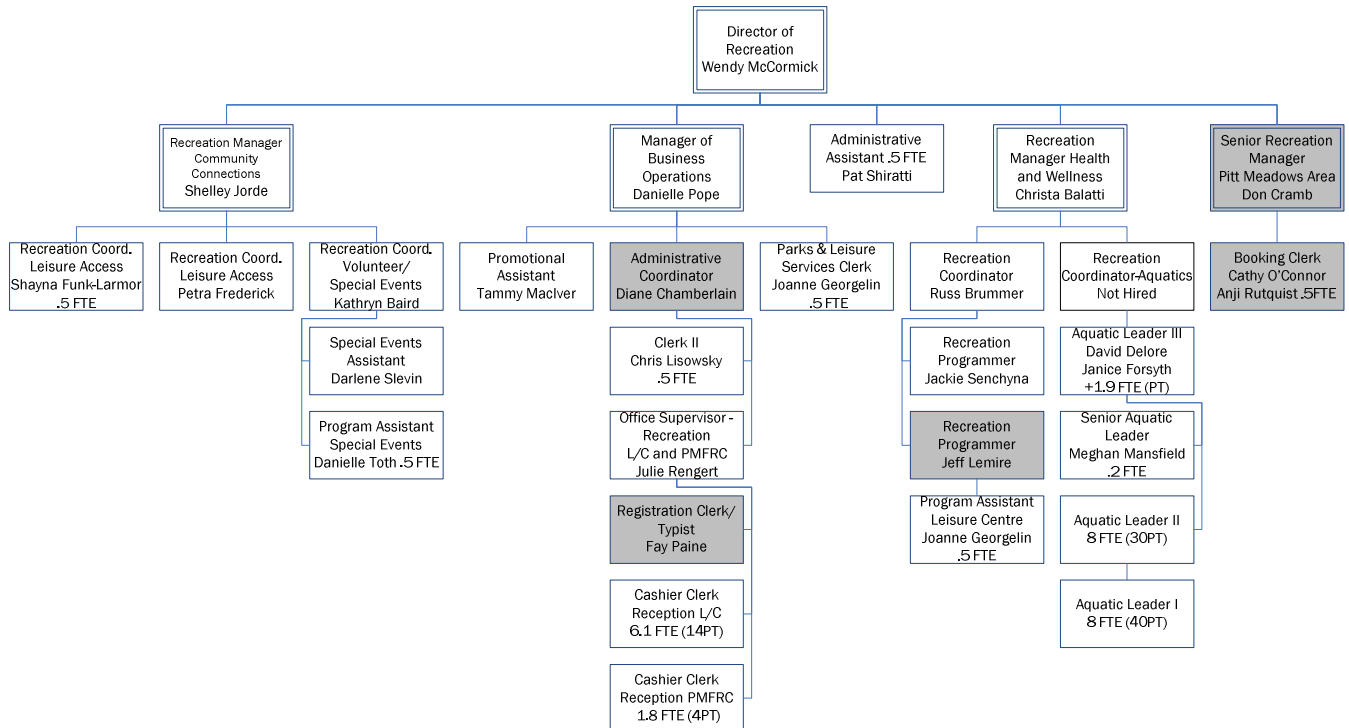
See CDPR Administration business plan for full details.

- Connected Community
- Collaborative Community

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- Energized Community

Organization Chart



- **Staff based in Pitt Meadows shown as shaded**

Total Expenditure Budget = \$7,042,190
Pitt Meadows Cost Share = \$1,137,012
Full-Time Equivalent Staff = 59

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4.0 Successes in Last Year

2011 Deliverables Proposed in Business Plan	Detailed Progress as of (Sept 30/11)	% Complete
Develop area-specific budget management tools for high-demand service areas such as weight room supervision, dry-land fitness, Aquafit, etc.	Complete. Health and Wellness program staff using service contract as framework.	100%
Develop a dashboard tool (high level operating and environmental scan that highlights key internal and external indicators).	Complete	100%
Oversee implementation of the 2009 Recreation Services Marketing Plan.	Project timeline implemented.	100%
Conduct an analysis of the support that P&LS provides to fee-for-service, non-profit and other service partners that deliver recreation services to the community.	Analysis in progress with survey questions being developed.	60%
Update recreation and community services orientation for new employees.	Complete.	100%
Represent departmental interests on the Records Management Committee, assist in records management software selection and implementation, and assist in the implementation of appropriate records management practices in the Department.	Participated in records management software selection presentations. Work continues to ensure file structure is followed.	100%
Participate in business planning sessions and support Board of Directors in achieving the items listed in their strategic plans, for: <ul style="list-style-type: none"> ▪ Maple Ridge and Pitt Meadows Arts Council ▪ Ridge Meadows Seniors Society ▪ Maple Ridge Historical Society ▪ Pitt Meadows Historical Society ▪ Municipal Advisory Committee on Accessibility 	Complete.	100%
Ensure reporting requirements identified in all four F4S Agreements are met including submission and presentation of: <ul style="list-style-type: none"> ▪ Annual reports ▪ Performance measures ▪ Audited financial statements 	Complete.	100%
Work with the Arts Council to expand programming to the South Bonson	Arts Council staff has been actively involved in participated in program planning	100%

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2011 Deliverables Proposed in Business Plan	Detailed Progress as of (Sept 30/11)	% Complete
Community Centre and to investigate the possibility of increased use of existing facilities in Pitt Meadows.	sessions.	
Work with the Arts Council to develop performance measures of outcomes anticipated by the Fee for Service Agreement.	Recommendations for new agreement have been forwarded to Commission and will be presented at upcoming Council meetings.	75%
Support RMSS in the transition to a new staff structure and with the recruitment and hiring of a recreation professional.	Complete.	100%
Conduct associated work related to planning for Pitt Meadows Seniors Centre if project proceeds. <ul style="list-style-type: none"> ▪ Negotiate a fee for service agreement for operations ▪ Work with the Pitt Meadows Seniors Centre Advisory Committee to determine equipment, operation and programming needs 	Project is proceeding and will be completed in 2012.	25%
Collaborate with community groups to develop shared solutions regarding financial access to recreational services and facilities.	Community meeting scheduled for November 30, 2011.	50%
Submit a proposal to MCFD to establish a partnership to support children and youth in P&LS programs.	Completed.	100%
Support the development and implementation of an integrated drop in evening for youth in conjunction with YOI.	Minimal funding in place – will be used to support youth interested in attending special youth events.	100%
Support the development of a Leisure Friend volunteer program for Youth Futures volunteers.	Completed.	100%
Renegotiate the Maple Ridge and Pitt Meadows Heritage Societies' Fee for Service Agreements.	In progress. Both agreements are on the agenda for approval at Commission's November meeting.	100%
Investigate feasibility of developing a Festival Support grant program to support new grassroots events.	New Seed Grant application process has been developed and approved by Commission.	100%
Review and update Parks by-law with respect to beer garden guidelines.	Completed.	100%
Review and update event trailer contract with Community Living.	Completed.	100%
Assist in making changes to the	Completed.	100%

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2011 Deliverables Proposed in Business Plan	Detailed Progress as of (Sept 30/11)	% Complete
volunteer section of the website to make them more user- friendly and interactive.		
Develop a targeted promotion campaign for the Participation Program	Completed.	100%
Implement any outstanding recommendations from 2009 Physical Accessibility Review and Recommendations Report	Pool lift to be purchased by year-end.	90%
Monitor and evaluate quality and customer satisfaction with: <ul style="list-style-type: none"> ▪ Childminding contract ▪ Dry-land fitness contract ▪ Aqua fit contract ▪ Therapeutic programming, e.g. West Coast Kinesiology (WCK) programs ▪ Weight Room (WR) Supervision contract ▪ Public Skating and Skate Lesson contract 	<ul style="list-style-type: none"> ▪ Childminding shift to direct service delivery. ▪ RFP for land and water contracts to be released by year-end. ▪ Weight Room RFP currently out to bid. ▪ Skating complete. 	100% 80% 100% 80% 100%
Investigate new/targeted prog. to increase pool use during the day: <ul style="list-style-type: none"> ▪ Active Aging programming ▪ “Boomer” programming 	Deferred until Aquatic Coordinator is hired.	0%
Maintain Active Communities network and facilitate the development of a work plan/strategy.	Sport Council developing work plan and Kids Sport committee formed	50%
Do an Active Aging presentation to RMSS	Deferred to 2012.	0%
Place an emphasis on building P&LS relationship with Katzie prior to entering into discussions for recreation services.	Regular participation on Katzie Integrated Health Team and in relationship building functions such as Meet and Greet with new Katzie Council.	100%
Provide customer service, first aid and de-escalation training to fitness and weight room contractors and volunteers.	Department will continue to support contractors; written into all new agreements.	100%
Support PMFRC for user groups and scheduled facility drop-in opportunities.	Complete.	100%
Plan and implement expanded adult and/or family fitness programs that meet community needs at the South Bonson facility	Complete.	100%
Evaluate new/emerging skate program opportunities:	<ul style="list-style-type: none"> ▪ ½ day Fridays no longer apply due to school calendar adjustments. Ice time 	100%

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<ul style="list-style-type: none"> ▪ Drop-in active play opportunities for Friday afternoons to meet the needs of children with ½ school days. ▪ Pro-d day participation facilitated by volunteer lead programs. 	<ul style="list-style-type: none"> has been turned over for school use. ▪ Volunteers recruited for skating. Emphasis placed on gaining experience in teaching skate lessons. 	
Develop a new “Low-cost recreation” publication in collaboration with non-profit partners that provide a recreation service to the community.	Cancelled – funding currently unavailable. Low cost, no cost programs are noted throughout brochure.	100%
Promote P&LS services within program related advertising venues such as: ACT Ticket Sleeves, Douglas College Student Calendar, Rotary Event Programs, Street Banners, Facility Banners, Virtual tours (streaming videos), community reader boards	Complete.	100%
Automatic distribution of schedules online	Cancelled - unable to provide this service at this time.	0%
Make the Seniors Grapevine publication available online	Website recently launched; will be made available by year-end.	50%
Plan and implement events at each customer service location that demonstrates customer appreciation during Customer Service Week	Complete.	100%
Develop systems that ensure customer service feedback is encouraged, captured and used to plan service improvements: <ul style="list-style-type: none"> ▪ Service improvement forms ▪ System for frontline staff to record customer reactions and verbal feedback. 	<p>Staff working on Service improvement form. Electronic log in use to record customer comments.</p> <p>Will be a focus of the Marketing Services Plan.</p>	100%
Develop a communication protocol with community partners and staff regarding facility bookings.	Complete.	100%
Establish a long-term operating agreement for Pitt Meadows Arena.	Complete.	100%
Coordinate the transition from an interim to long-term operator at Pitt Meadows Arena.	Complete.	100%
Coordinate construction repairs and upgrades to Pitt Meadows Arena.	Demolition	100%
	Phase 1	100%
	Phase 2	80%
Support the health and wellness team in developing a system to track membership retention and to	Identified as a strategy of the Marketing Services Plan implementation.	50%

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2011 Deliverables Proposed in Business Plan	Detailed Progress as of (Sept 30/11)	% Complete
develop a customer loyalty program.		
Develop an allocation policy for general buildings and rooms, similar to Ice and Field Allocation policy.	Complete.	100%
Review and update Leisure Centre & PMFRC Emergency Response Plan and Procedures	Complete.	100%
Review and update Evacuation Responsibilities for the Leisure Centre and PMFRC	Complete.	100%
Work with the facilities department to identify and upgrade equipment and areas of the Leisure Centre, Hammond, Heritage Hall and the PMFRC i.e. Lobby Washrooms	Complete	100%
Take action to plan for and to alleviate space constraints: <ul style="list-style-type: none"> ▪ Conduct Space Review for Leisure Centre, PMFRC and Heritage Hall ▪ Implement initial recommendations from space review that can be accommodated within existing resources. ▪ Investigate short-term strategies to expand the weight room at the PMFRC ▪ Investigate opportunities to expand PMFRC office space. 	Space review underway. <ul style="list-style-type: none"> ▪ PMFRC space review complete. ▪ Implementation in 2012. ▪ Complete. ▪ Complete. 	80% 100% 0% 100% 100%
Coordinate planning and development of the South Bonson Community Centre. Link to staff input as required. <ul style="list-style-type: none"> ▪ Operational plan ▪ Bookings ▪ Equipment ▪ Fees ▪ Programming ▪ Ground breaking ceremony 	Completed. Design Legal documents signed Insurance in place Ground breaking Construction	100% 100% 100%
To conduct a Cultural Mapping process.	On-line survey in progress. Focus group sessions to be scheduled for October/November.	60%
Renegotiate the fee for service and lease agreement.	In progress. Report with funding recommendation presented at September Commission meeting. Agreements and lease will be presented to Commission at their November meeting.	70%
Establish an annual public art budget in Pitt Meadows.	Completed. \$25,000 was approved for 2011; \$10,000 allocated for administration and \$15,000 for commissioned work.	100%

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Recruit and provide support to a Public Art Steering Committee in Pitt Meadows.	Interviews complete. Recommendations will be presented to Council in November.	75%
Contract for services to administer the Pitt Meadows and Maple Ridge public art programs.	<ul style="list-style-type: none"> ▪ MR Public Art program is contracted to the Arts Council. ▪ PM Public Art program – committee will begin the process at November meeting. 	100% 50%
Explore opportunities to offer an inter-generational program in Maple Ridge and Pitt Meadows.	Two teas, refreshments served by local Youth, held this summer; one in MR as part of the Seniors Week celebrations, and another in PM as part of the Farmers Market.	100%
Work with the RMSS Board to ensure senior representation on the MR Social Planning Advisory Committee.	Complete. A new representative has been appointed.	100%
Negotiate a fee for service agreement for operation of the Pitt Meadows Seniors Centre if project proceeds.	Funding is in place; agreement to be negotiated prior to facility opening in Fall 2012.	25%
Develop the capacity of the Pitt Meadows Seniors Centre Advisory Committee in anticipation of increasing roles and responsibilities if the Pitt Meadows Seniors Centre project proceeds.	In progress. A planning committee for the new Seniors Centre has been established and new members to the Advisory Committee have assumed key leadership roles.	60%
Support the community's application for funding a Coordinator.	Complete. The successful funding application was submitted to the United Way in August; received \$25,000 to fund the PT position.	100%
Develop an intra-departmental Festival Team that includes RCMP, Fire, Engineering, Parks, Health Services and other Municipal staff that work with events. Together, develop strategies to streamline administration and organizational time for event planning and support.	Complete.	100%
Support meetings of the Community Festival Network.	Terms of Reference developed and insurance workshop completed with CFN.	100%
Purchase event day signage to increase safety and attract participants.	Completed.	100%
Implement a new beer garden policy for special events in public parks and facilities.	Updated to include Memorial Peace Park.	100%
Research the acquisition of umbrella insurance to save costs for community groups.	CFN workshop has led to greater understanding of insurance coverage for events. Umbrella insurance not available for valid reasons.	100%

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Establish event equipment storage in Pitt Meadows.	Increased equipment and currently establishing a central location for storage in PM.	100%
Increase recognition of festival volunteers.	Two workshops held and third event planned by the CFN to take place in December.	90%
Develop consistent guidelines for youth volunteers seeking community hours.	Worked in collaboration with Youth Services and document of file.	100%
Design and deliver a presentation that highlights all municipal volunteer programs.	Video, displays, photo, Volunteer week supplies, presentations on camera and more.	100%
Streamline administrative systems that support Canadian Tire Jumpstart partnership.	Developed a new process and are currently working on creating a pamphlet and application form to further streamline the service.	90%
Meet with community partners to promote and assist staff with membership approvals.	Established and met with 6 agencies/ organizations.	100%
Research and explore the feasibility of implementing a Grade 5 Active Pass.	Recommendations will be forwarded to Management in October 2011.	70%
Develop a volunteer program that provides specialized training for volunteers interested in working with children and youth with disabilities.	Reviewed the current program and will be implementing new initiatives for 2012.	100%
Review and evaluate the current Leisure Access Program.	Reviewed the Agency Leisure Access Program; minimal changes recommended. Implementation of new tracking system with front counter staff.	100%
Develop a promotional informational pamphlet and/ or display board highlighting the committee's work.	Complete. Positive feedback received at events.	100%
Support MACAI in conducting an analysis of work opportunities and resources available for individuals with disabilities in Maple Ridge and Pitt Meadows.	Complete. MACAI represented on the LAST committee (Staff Liaison).	100%
Support MACAI in the development and recruitment of a youth (13 -19 yrs) representative (MACAI Member).	Report to go forward to council with recommendations for implementation in 2012.	100%
Work with the MR Historic Society and the PM Heritage and Museum Society to determine their future collaboration with each other.	Collaboration continues when opportunities present themselves, recent examples include discussions regarding the federal grants available to fund summer students.	50%
Implement and evaluate staff structure recommendations and	Creation of an Aquatics Coordinator position. Evaluate continuation of AQ2 Sr.	80%

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monitor for effectiveness.	Leader position.	
Investigate UV Water treatment system.	Complete. In 2012 will be working on costs associated with UV conversion and creating a plan for future capital funding.	100%
Plan and host special themed swim activities.	Complete. Westminster Savings, Low cost and Teen Swims.	100%
Provide water safety education to children and multi-cultural populations.	Deferred until 2012.	0%
Review physical accessibility audit and implement recommendations.	In progress – finalizing details on pool lift, pool change room retrofits. Full report details to be completed Nov.	70%
Develop and implement a shared strategic vision for the Health and Wellness team.	Vision drafted.	75%
Work with the Sports Council to engage the inactive and further develop the active population within the community.	1 st Sport Expo held in August to support further development of SC initiatives and recruitment of new committee members. Meeting with stakeholders to assist in building Sport Council membership.	70%
Implement service delivery changes as identified in the contract services review.	Ongoing. Service contract ended June; interim childminding staff hired (Children/Youth PT Staff). Service analysis is deferred until fall for discussions with CYS for future supervision considerations. RFP for Weight Room and Group Fitness service provider will be completed by December.	50%
Provide more registered and drop-in low-cost/no cost opportunities during down times.	Two new drop-in programs in January – Aquafit and Yoga, well-attended. Ran Sold-out Boxing pre-registration program with new partnership over summer, continuing into Fall. Implemented new Iron Mountain portfolio of programs in S.Bonson including: Pilates Outdoor program portfolio expanded including: Nordic walking, Bike the Trails and Bike Maintenance. Health specific classes include Women's Menopause education.	100%
Review extension or revision of Skate Contract for Public Skating/Lessons.	Complete. Update contract changes & budget adjustment for public skate at Planet Ice. Service provider set up new business to accommodate staff vs contractor.	100%
Collaborate with non-profit partners that provide a recreation service to the community to promote low cost opportunities.	Slated as a component of a community discussion workshop planned for Oct 2011. Westminster Saving Free Swims.	50%
Seek funding opportunities	Deferred until 2012.	0%

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2011 Deliverables Proposed in Business Plan	Detailed Progress as of (Sept 30/11)	% Complete
(grants/sponsorship) to re-print Outdoor Recreation, Trails & Events Guide.		
Develop promotions campaign in support of results from evaluation of brochure distribution.	Deferred – evaluation form to be included in 2012 Spring/Summer Arts & Recreation Guide.	0%
Tender Arts and Recreation Guide printing.	Complete. Signed one year agreement with Horizon Publications.	100%
Incorporate Servicescape strategy in MR Leisure Centre through evaluation of facility signage, floor plans to create a more welcoming and inclusive environment. <ul style="list-style-type: none"> ▪ Continue to upgrade the aesthetics of the Leisure Centre; develop a long term design plan implement year 1 recommendations from the plan. 	Identified as a strategy of the Marketing Services Plan implementation.	50%
Develop “work order” system for design and printing requests for quality assurance and timely production of print and web material.	Implementation of “Creative Brief” promotions request and approval system.	100%
Research and implement promotional methods directed to new Canadians and diverse communities.	Research complete, recommendations to be presented to promotions team.	50%
Investigate practicum student placements to assist with promotional project work.	Deferred until 2012.	0%
Develop survey system to measure customer satisfaction with Hammond Community Centre, PM Heritage Hall and South Bonson facility rentals.	To be completed by year end.	50%
Support the planning of a Microsoft Publisher course	Investigated, recommendation for front counter staff to use custom templates designed by Promotions.	100%
Provide customer service workshops.	Complete.	100%
Review ice allocation procedures with arena operators to reduce confusion and streamline service to customers.	Complete - operator is booking at PMA. Planet Ice declined.	100%
Coordinate the transition from an interim to long-term operator at PMA.	Complete.	100%
Establish an allocation system for additional subsidized ice.	Deferred until 2012.	0%

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Provide staff training on displaying the CCTV monitor as a deterrent to thefts.	Front Desk Staff have all received training on different view options for CCTV.	100%
Expand online purchases to include park shelter bookings.	Complete.	100%
Investigate the Dashboard, Gift Cards and Rewards Program Modules of Class.	Gift Cards, complete. Dashboard and Rewards program investigation complete, will not be implementing these modules.	100%
Expand Facility Booking information on Recreg4u.	Deferred until 2012.	0%
Develop a Super User Model for Class training and development.	Complete. Super users identified for all modules.	100%
Upgrade CLASS 7.0 to newest service pack available.	Awaiting release from CLASS – 2012.	0%
Investigate switching to a bi-annual review for the fees and charges.	Complete – not recommended.	100%
Develop an allocation policy for general buildings and rooms, similar to Ice and Field Allocation policy.	Complete.	100%
Renegotiate and renew lease agreements: <ul style="list-style-type: none"> ▪ Maple Ridge Boxing Club ▪ Big Brothers ▪ Discovery Preschool ▪ Hammond Afterschool Club ▪ West Coast Kinesiology ▪ Golden Ears Physiotherapy 	Negotiations underway with West Coast Kinesiology and Golden Ears Physiotherapy – lease expires Jan.13/12. Big Brothers - lease currently discontinued. Discovery Preschool - complete expires Oct. 1/15. Hammond Afterschool - negotiations to begin early 2012. Maple Ridge Boxing Club – lease transitioned to a rental contract to increase use of this space.	50%
Implement new change room cleaning program.	Complete.	100%
Review BSW department structure and implement any necessary changes.	Complete.	100%
Plan new customer traffic flow and security from underground parking at PM Family Recreation Centre	Complete.	100%
Represent the department on the Civic Centre space review committee and assist in developing plans for: Expanded Youth Centre Expanded Weight Room Senior's Centre Indoor Pool Office Space	Planning 90% complete. Implementation in 2012 and 2013.	90%

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2011 Deliverables Proposed in Business Plan	Detailed Progress as of (Sept 30/11)	% Complete
Expanded RCMP office		
To work with the arena operator to ensure all user groups stay informed in regards to the construction process.	Project will complete December 2011.	90%

Found Milestones

- Aquatics initiated a Pool Safety Audit to assess current operations and opportunities to improve upon aquatic related policies and processes. This completed report, in addition to Provincial Health Regulations, required facility and operational practices.
- Development and recruitment of an Aquatics Coordinator.
- Leisure Centre 30th Anniversary Celebration; event to be held October 15th in conjunction with Youth Services for the Greg Moore Youth Centre 10th Anniversary.
- Hosted Sport and Recreation Expo at Pitt Meadows Family Recreation Centre in partnership with the Sports Council in an effort to promote the Council and recruit board members.
- Supporting community health initiatives such as the Family Education Support Centre Diversity Health Fair and Ridge Meadows Hospital Foundation grant funded Stride to Thrive walking group.
- Presented a summary of the information included in the Universal Design Guidelines publication to the Local Government Municipal Association.
- Provided support to the Rotary Club for the first annual duck race.

Ongoing Deliverables

COMMUNITY CONNECTIONS:

Arts

- Provide support to the Arts Council staff regarding the application of the Volunteer and programming software.

Public Art

- Support both the Maple Ridge and Pitt Meadows Public Art Steering Committees in the commissioning of public art.

Senior's

- Support the Board and Ridge Meadows Seniors Society (RMSS) Manager in achieving an effective staff and committee structure.
- Support the Pitt Meadows Seniors Centre Advisory Committee in their work to build the volunteer program and increase services at the Pitt Meadows Family Recreation Centre (PMFRC).

Senior's Planning Table (SPT)

- Support the development and implementation of a communication system for the SPT Network.

Heritage

- Encourage museum societies to partner with others.

Community Groups and Special Events

- Educate staff, community partners and volunteers on the community development philosophy.
- Support community groups in developing a long-term vision.
- To promote and strengthen the networks in the community.
- Survey community event organizers to assess their needs.
- Liaise with P&LS Commission Event sub-committee to allocate event grants in a fair and consistent manner and within the limits of available resources.

- Update the Festival Resource Guide with volunteer management strategies and event resource information

Volunteerism

- Develop new and diverse Parks and Leisure Services (P&LS) volunteer programs.
- Offer skills and leadership training through orientations, workshops and volunteer opportunities.
- Survey volunteers post-event or project to gain feedback on the volunteer program.
- Collect and compile volunteer stats and survey results.
- Implement Volunteer Appreciation program.
- Support the sustainability goals of MR/PM Community Volunteer Centre and help build an integrated system to manager volunteers, without duplication efforts.

RECREATION ACCESS:

Financial Support

- Submit proposal to the Ministry of Children and Family Development (MCFD) to continue funding services for children and youth requiring additional supports.
- Work with MCFD to target market this service (grant dependent).
- Research funding partnerships to support recreation access for citizens with low income.

Specialized Program Services

- Explore opportunities to partner with community agencies to offer specialized programs for individuals with disabilities.
- Liaise with customer service staff, leadership and other District staff regarding the needs of customers living with mental diagnosis.
- Network with Mental Health service providers, including regular attendance at Rehab Team meetings.
- Development and maintenance of weekly walking group.

Municipal Advisory Committee on Accessibility Issues (MACAI)

- Develop a recruitment plan for membership and ensure that members of all populations are represented on the Committee.
- Provide a communication link among like organizations ensuring open and collaborative communication channels among like service providers.
- Provide support to subcommittees: Rick Hansen Wheels in Motion Event Sub-committee.
- Research grant funding to update the Universal Design Guidelines publication.

HEALTH & WELLNESS:

Aquatics

- Explore accessible program/partnership and low cost programming opportunities.
- Monitor and track the volume of use in the Leisure Centre pool and slide.

Sports and Fitness

- Support Katzie wellness initiatives by liaising with the Katzie Community Coordinator and participating on the Katzie Integrated Health Team.
- Support neighbourhood development initiatives that bring sport to local parks and community facilities.

Outdoor

- Increase the number and range of outdoor programs offered by current program partners by utilizing new programming spaces.
- Communicate and liaise with community active event organizers groups to support existing Active Events and/or BCRPA initiatives (PM Canada Day Run, Doggie Dash, Move for Health Day).

ARENAS:

- Host regular meetings with ice and dry floor user groups to ensure allocation policies are followed.

- Maintain strong relationships with current and new operators at both arenas.
- Support Nustadia Recreation in their first full year of operations with revenue generation to supplement arena operations.
- Support the curling club board of directors.
- Support Golden Ears Winter Club (GEWC) operations, revenue stream development and capital projects.
- Liaise with GEWC, Planet Ice and adjacent residents to solve noise issues and late night access to parking areas.

BUSINESS OPERATIONS:

Technology and Customer Service

- Provide one-on-one CLASS software training for programmers and other department staff.
- Represent the department and support staff with document management programs.
- Partner with local sports organizations to accept registrations on their behalf.
- Collect and report follow up to customer comments received through service improvement feedback forms.

Financial

- Monitor cash handling at the MRLC, PMFRC and outdoor pools to ensure department procedures and policies are adhered to.
- Coordinate review of department budgets with management team.
- Manage accounts receivable and collections.

Lease/Contract Relationships

- Monitor contracts and leases for municipal buildings.
- Meet regularly with lease tenants, caretakers and contract partners to solve problems and build business relationships.

Promotions

- Ensure Pitt Meadows and Maple Ridge communities are aware of recreation opportunities, programs and events.
- Work with contract service partners to assist in promotions in both communities.
- Educate the community on accessing free municipal promotional opportunities such as the community message boards.
- Maintain Parks & Leisure Services web page content and associated links including Arts & Recreation Guide and facility schedules, Arts & Culture, facilities, local trails and wetlands.

5.0 Significant Issues and Trends

- Full day kindergarten implementation completed by School District No. 42 for 2011/2012 school year. Staff will be challenged to find additional after school pool time to accommodate this age group in swimming lessons and will need to be creative in finding an alternate use of the vacant pool time.
- Pending job action of BC Teachers Federation has potential revenue implications on pool rentals and pool and ice programs specific to School District use.
- As Pitt Meadows and Maple Ridge continue to experience an increase in the older adult demographic, a focus will be placed on preventative activities and whole health approaches to drop in, registered programs and community events and educational workshops.
- Natural shift from facility based programming at the Family Recreation and Leisure Centres to community and neighbourhood engagement initiatives.
- As both communities continue to grow, staff are faced with increased demands on primetime hours at the Leisure Centre as well as the public perception of the need for an additional aquatic facility in Pitt Meadows and West Maple Ridge.
- Staff continue to be cognisant of the age of both PMFRC and MRLC to ensure ongoing maintenance programs and replacement budgets keep pace with aging infrastructure.

6.0 Department Projects and Initiatives

6.1 Service Area Goal: Parks and Opens Spaces

6.1.1 Trails and Greenways

Provide opportunities for exercise, stress reduction, appreciation of nature and tourism.

Objectives:

- To ensure residents and visitors alike have reliable and current information on outdoor recreation opportunities.
- To provide safe and inexpensive avenues for regular exercise.

Action	Responsibility	Timeline
Develop and produce trail guides promoting no-cost active opportunities.	Joanne G.	Q2

Ongoing Items

- Promote the use of trails as a safe, enjoyable option for transportation. Jeff L., Russ B.

6.1.2 Park Design and Development

Plan and program parks in accordance with the Parks, Recreation and Cultural Master Plan and the Official Community Plan in order to meet the needs of a growing population.

Objectives:

- Understand trends in community use of newly built park amenities.
- Ensure that future projects meet active needs for groups such as children, youth and seniors.

Action	Responsibility	Timeline
Evaluate community usage of outdoor fitness circuit at Webster’s Corner and Hoffmann Park.	Christa B. Russ B. Bruce Mc.	Q2

Ongoing Items

- Involve community in decision making process of future fitness circuit equipment and programming. Christa B., Russ B., Bruce Mc.

6.2 Service Area Goal: Outdoor Recreation Facilities

6.2.1 Courts

Provide the community with access to the desired types, locations and quantities of courts to provide the greatest opportunities for community accessibility.

Objectives:

- Support community tennis associations to ensure organized access to court facilities and programs.
- Support community access to tennis and pickle ball courts.

Action	Responsibility	Timeline
Investigate and develop a fee structure and allocation policy for court rentals in Pitt Meadows and Maple Ridge. Involve key stakeholders such as Maple Ridge Tennis Club, Seniors Tennis Club and contract service program service partner.	Jackie S. Karen H.	Q2

6.3. Service Area Goal: Indoor Recreation Facilities

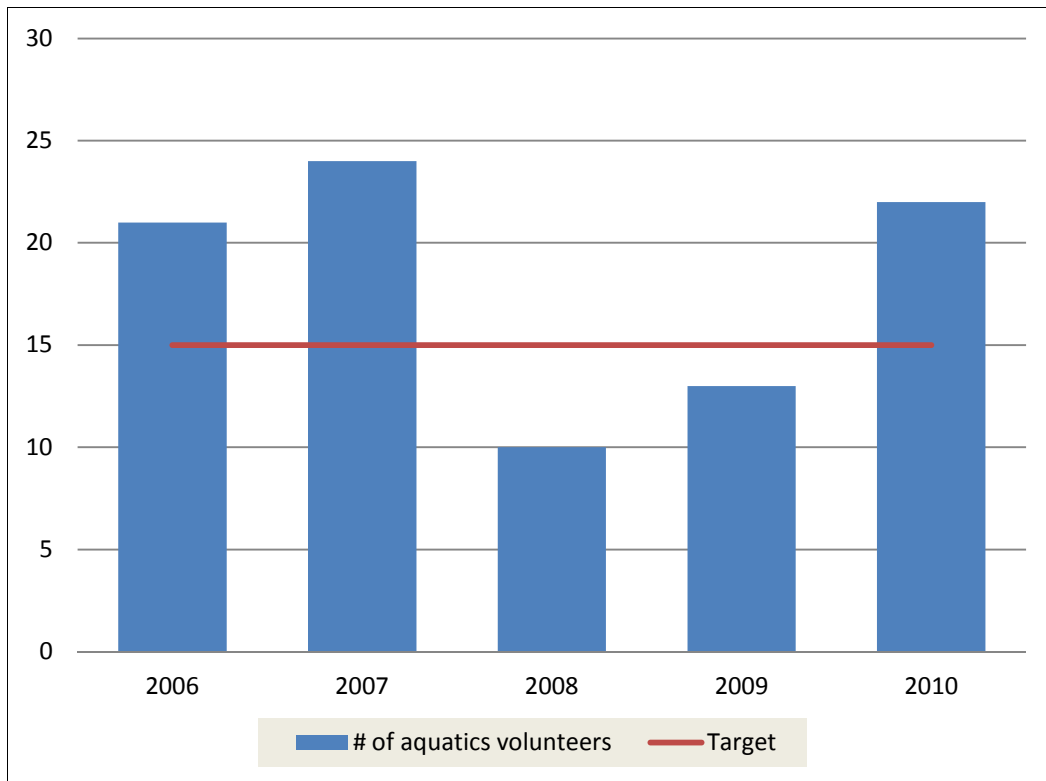
6.3.1 Aquatics

To provide a variety of aquatic program opportunities that serves a diverse range of citizens.

Objectives:

- Increase use of pool during non-prime times.
- Support community aquatic groups, ensuring fair and equitable access to aquatic facility.
- Ensure the safety of pool patrons.
- Increase participation levels and use of the indoor and outdoor pool(s) and aquatic programs.
- Research and implement new programs and develop partnerships to address accessibility and participation gaps.

Measure:



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	2009 *extended pool opening	2010	2011 (est)	2012 (target)
# Admissions at Hammond pool	6,361*	3,816	3,627	4,500
# Admissions at Harris Road pool	4,359*	4,288	3,534	4,500
# swim programs at Hammond pool	170	261	148	150
# swim programs at Harris Road pool	226	0	187	200
# of Leisure Centre Admissions	468,935	504,469 *	495,000	500,000
# PMFRC Admissions	101,691	121,666 *	109,000	110,000

*2010 admissions include attendance to Torch Relay events.

Action	Responsibility	Timeline
Research and recommend funding opportunities to support increased participation recognizing financial and physical barriers at the outdoor pools.	Christa B. Michael M.	Q1
Explore technology opportunities to increase efficiency of private swim lesson booking and staff scheduling process.	Janice F. David D. Diane C.	Q2
Identify aquatic users and stakeholders; host an aquatic user group meeting to discuss needs and relevant issues.	Coordinator Christa	Q2
Increase number of advanced aquatic programs to ensure local opportunities are provided for aspiring lifeguards.	Coordinator	Q2
Develop a strategy to strengthen the vision of providing excellent customer service within aquatics.	Coordinator AQ Supervisors	Q3
Develop recruitment and retention strategy in support of the vision.	Coordinator AQ Supervisors	Q3
Complete voluntary Life Saving Society Aquatic Audit recommendations.	AQ Supervisors Coordinator	Q3
Determine barriers to aquatic participation; work alongside various agencies in support of program participation and water safety education.	Coordinator	Q4

6.3.2 Arena Programming

Offer ice programs that benefit residents in both Pitt Meadows and Maple Ridge.

Objectives:

- Maintain safe and enjoyable public ice skating and lesson opportunities for all ages through contracted services.

Measure:

	2009	2010	2011 (est)	2012 (target)
# of participants in public ice skating	17,748	17,742	17,922	19,000
# of participants in ice skating lessons	1,946	1,862	2,400*	2,300

*Skating programs doubled in Q1 2011

Ongoing Items

- Ensure fair and equitable opportunities and a balanced programming approach for both communities. Jackie S., Russ B.

Arena Management

Manage the fair and equitable community use of arenas in Pitt Meadows and Maple Ridge.

Objectives:

- Maintain and build positive relations with ice user groups.
- Ensure services/deliverables are being provided as outlined in our arena operating agreements.
- Ensure arena program contracts achieve desired customer service outcomes.

Measure:

	2009	2010	2011 (est)	2012 (target)
Arena + dry floor group registration #'s	3,078	2,668	3,116	3,271
Arena hours booked	5,750	5,788	5,900	5,928

Action	Responsibility	Timeline
Investigate the feasibility of implementing an Arena Amenity Charge.	Don C.	Q1
Develop an exterior site plan for Pitt Meadows Arena: <ul style="list-style-type: none"> • Parking • Drainage • Signage 	Don C.	Q3

Ongoing Items

- Meet with arena operators to review operations and operating agreement deliverables:
 - Nustadia Recreation
 - Planet Ice
 - Golden Ears Winter Club

6.3.3 Fitness/Wellness Facilities

Ensure that indoor recreation facilities and programs meet the needs of the community and provide a diverse range of opportunities for active and social participation.

Objectives:

- Provide a welcoming and safe environment in recreation facilities.
- Offer a range of drop-in and registered programs based on a customer service model and community needs.
- Use a community development approach in planning, decision-making and future large equipment orders, space allocations and program planning.
- Ensure programs are offered in facilities accessible to the community and to neighbourhoods.

Action	Responsibility	Timeline
Conduct a needs assessment of programs at Recreation facilities and satellite locations.	Jackie S. Jeff L. Christine Di	Q4

Ongoing Items

- Evaluate success of South Bonson wellness programs; increase and adjust offerings where appropriate balancing options between existing facilities. Jeff L.

6.3.4 Indoor Multi-purpose and Social Facilities

Increase the provision of and access to facilities at the neighbourhood level and in larger facilities offering a wide range of organized and individual opportunities.

Objectives:

- Ensure customers able to find current and accurate information regarding facilities and services.
- To represent the recreation department in the review, planning and development of the Pitt Meadows Civic Centre and surrounding area.
- To incorporate sustainability (best practices) in the operating facilities.

Measure:

	2009 (target)	2010	2011 (est)	2012 (target)
Number of weekends booked at each rental facility	70%	67%	81%	85%

Action	Responsibility	Timeline
Develop a plan for the renovation of the Pitt Meadows Family Recreation Centre. <ul style="list-style-type: none"> • Renovation plan and budget • Implementation and renovations • Operations plan and equipment purchase 	Don C. Diane C. Don C. Diane C. Michael M. Don C. Diane C. H&W Team	Q1 Q3 & Q4 Q3 & Q4
Assist with the construction, planning and “fit out” phase of the Pitt Meadows Seniors Centre.	Don C. Shelly J.	Q2, Q3, Q4
Develop a green operations plan for the South Bonson Community Centre to achieve and maintain LEED gold certification.	Don C. Kathryn B.	Q1 & Q2

Ongoing Items

- To work with the community to ensure the South Bonson Community Centre is utilized by residents. Don C.

6.4 Service Area Goal: Target Populations

6.4.1 Seniors

To support and encourage the work of the Ridge Meadows Seniors Society (RMSS) to enhance the quality of life of seniors in the community through the delivery of leisure services.

Objectives:

- To work with the RMSS Board of Directors to ensure continued effective Board/Committee

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structure, planning and communication with membership.

- To support RMSS in the monitoring of financial structures designed to ensure sustainability of the organization.
- To assist RMSS to ensure that continued effective safety standards are in place to protect participants, volunteers, and staff.
- To work with RMSS Board of Directors to achieve the terms outlined in the Fee for Service and facility operating agreements.

Measure:

	2009	2010	2011 (est)
# RMSS memberships	1,790	1,800	1,900
# Maple Ridge resident members	82%	80%	80%
# Pitt Meadows resident members	18%	20%	20%
# RMSS members volunteering	350	355	380

Note: Statistics provided by the RMSS

Action	Responsibility	Timeline
Support the development of a strategic plan for the operation of the Pitt Meadows Seniors Centre (PMSC) including the coordination of equipment purchases, and the development of operational processes and systems.	Shelley J. Don C.	Q3
Work with RMSS to plan for infrastructure capital and equipment replacement at the Seniors Activity Centre in Maple Ridge.	Shelley J. Michael M.	Q3
Establish an audit protocol for the operating costs associated with the Panorama Strata Council to ensure that this information is completed, reconciled and communicated to the RMSS Board of Directors in a timely and consistent manner on an annual basis.	Shelley J. Shannon L.	Q4

6.4.2 Youth and Young Adults

Work with Youth Services team to ensure quality, consistent programming for young adults.

Objectives:

- Provide health and wellness services and programs for older youth in support of the transition into adulthood.
-

Measure:

	2012 (target)
Development of new programs	2

Action	Responsibility	Timeline
Develop and implement a research program that engages young adults aged 19-25 years in providing input to identify opportunities in existing fitness and wellness facilities.	Russ B. Youth Services	Q3

6.4.3 Recreation Access - Participation Program

To increase the participation of residents who are financially unable to be involved in leisure activities.

Objectives:

- To increase awareness of services to citizens not currently participating in recreation.
- To ensure services are financially accessible.
- To offer and promote a range of low-cost opportunities.

Measure:

	2009	2010	2011 (est.)	2012 (target)
# of Participation Program members.	2,052	2,118	2,562	2,818
# of Schools and other community group contacts that assist minimizing barriers. (maintaining existing and new partnerships)	N/A	N/A	16	20
# of low cost program participants at the LC.	N/A	34,101	37,511	41,262
# of low cost programs participants at PMFRC.	N/A	5,579	6,136	6,750

Action	Responsibility	Timeline
Restructure subsidy program as a result of research findings in 2011.	Petra/Youth & Children's rep	Q1
Collaborate with community sponsors to streamline access and management of the Canadian Tire Jumpstart Funding.	Petra F. Diane C. Tony C.	Q1
Identify two neighbourhoods with low participation and develop and implement a targeted marketing program designed to increase opportunities within the neighbourhood.	Petra F. Shawn M. Russ B. Diane C.	Q2
Implement the Grade 5 Active pass (pending approval).	Petra F. Russ B. Shawn M.	Q3

6.4.4 Recreation Access - Leisure Access Programs

To increase participation of those who require support, specialized equipment or services in order to participate in recreational services.

Objectives:

- To ensure that P&LS offers accessible programs, services and facilities for all citizens.
- To ensure that P&LS policies, procedures and practices support accessibility goals.
- To seek alternative resources for customers requiring specialized services or equipment.

Measure:

	2009	2010	2011 (est.)	2012 (target)
# of Leisure Support program partnerships.	5	5	5	5
# of community support volunteer matches	2	5	11	15
# of children and youth supported in the integrated programs ***	39	43	58	65
# of Leisure Education sessions.	396	531	592	600

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Action	Responsibility	Timeline
Expand capacity by increasing access to programs by private support workers.	Petra F.	Q2

6.4.5 Leisure Wellness Program

To support the participation of individuals currently not involved in leisure activities due to health barriers.

Objectives:

- To provide a recovery based service to referred clientele and promote the emotional benefits of active living.
- To work in partnership with the Fraser Health Authority to ensure the integrity of the agreement is maintained.

Action	Responsibility	Timeline
Offer depression/anxiety education and screening for staff and citizens.	Shayna F.	Q4

6.5 Service Area Goal: Arts, Culture and Heritage

6.5.1 Events and Festivals

Encourage opportunities for networking, resource sharing and leadership development for special event organizers, in partnership with community event organizers; i.e. Community Festival Network.

Objectives:

- To provide event volunteers with leadership and event planning skills.
- To facilitate networking, coordination and resource sharing between event organizers.
- To encourage citizen participation at community special events.

Measure:

	2009 *increase due to Disability Games	2010 **increase due to Olympic & Paralympic Events	2011 (est)	2012 (target)
# of citizens in attendance at community special events	153,865*	162,938**	151,927	155,000
# of events held in both communities	68*	76**	72	72
# of events that received municipal Festival Support grant funding	19	25	25	25

Action	Responsibility	Timeline
Develop on-line application opportunities that meet the needs of event organizers such as festival funding and special event permits.	Darlene S. Danielle T.	Q1

Ongoing Items

- To support events anticipated to emerge at the new South Bonson Community Centre and River Front Park. Kathryn B.

6.5.2 Arts & Culture

Supporting the Arts Council in operating the Maple Ridge Arts Centre Theatre and the development of the public art program.

Objectives:

- To increase a “sense of place” by partnering with the artistic community and others to expand artistic expressions in the community.
- To support artistic expression related to the cultural identities of Maple Ridge and Pitt Meadows.
- To ensure the residents of Pitt Meadows and Maple Ridge have ongoing access to arts and culture services.

Measure:

	2010	2011 (est.)	2012 (target)
# of Public Art installations commissioned by Maple Ridge Public Art Steering Committee	1	0	1
# legacy projects lead by Maple Ridge Artist in Residence	0	1	0
# of Public Art installations commissioned by the Pitt Meadows Public Art Steering Committee	N/A	0	1

The ACT Centre and Theatre Statistics			
	2009/10	2010/11	2011 /12 (target)
# of Community Users	75	76	72
# of Community Presentation Attendance	29,104	28,457	27,000
# of MRPM Arts Council Presentations	41	43	38
# of Arts Programs Offered	249	310	295
# of Arts Programs Participation	3,383	3,650	3,250
# of Gallery and Shop Visits	7,661	7,527	8,000
# of Art Gallery Exhibits	9	9	7

Note: Statistics provided by the Arts Council and are based on their fiscal year (July 1-June 30)

Action	Responsibility	Timeline
Review Artist in Residence program structure and bring recommendations forward to Commission for consideration.	Shelley J.	Q1
Recruit and select an artist for the Maple Ridge Artist in Residence program.	Shelley J.	Q2
Recruit and select a program administrator for the Public Art program in each municipality.	Shelley J.	Q1
Support the development and approval of a Public Art policy for Pitt Meadows.	Shelley J.	Q1

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Develop a public art inventory including maintenance programs for the collections in Maple Ridge and Pitt Meadows.	Shelley J.	Q4
Review the ACT facility inventory database and develop a replacement plan in collaboration with the Arts Council.	Shelley J. Michael M.	Q2
Review the feasibility and potential structure of a rental subsidy program for community access to the ACT.	Shelley J.	Q2
Conduct a capital asset review in collaboration with the Arts Council.	Shelley J.	Q2

Ongoing Items

- Supporting program services offered at the ACT.

6.5.3 Museums

To support the Maple Ridge Historical Society and the Pitt Meadows Heritage and Museum Society in alignment with the Fee for Service agreements.

Objectives:

- To support the preservation of historic images, heritage facilities, documents and artefacts for continued community appreciation and education.
- To preserve the integrity of the Hoffman historical area for current and future citizens.

Measure: stats to follow

Maple Ridge Museum & Haney House	2010	2011 (est)	2012 (target)
Adult Admissions	1,046	1,121	1,121
Child Admissions	652	885	885
Group Presentations	4	13	13
Public Displays (external)	16	11	11
Off-site Events Attendance	420	637	637
Volunteer Hours	911	1,112	1,112

Pitt Meadows Museum & Hoffmann Shop	2010	2011 (est)	2012 (target)
Admission/Attendance	1,745	1,819	1,780
Off-site Event Attendance	1,310	1,034	1,100
Volunteer Hours	841	866	710

Note: Statistics provided by Maple Ridge Historical Society and the Pitt Meadows Museum and Heritage Society.

Action	Responsibility	Timeline
Develop and conduct a formal review process of the Maple Ridge and Pitt Meadows museum operations.	Shelley J.	Q2

6.6 Service Area Goal: Service Delivery

6.6.1 Community Development and Community Capacity Building

To promote independence and a sense of responsibility for the delivery of events and leisure services by community groups.

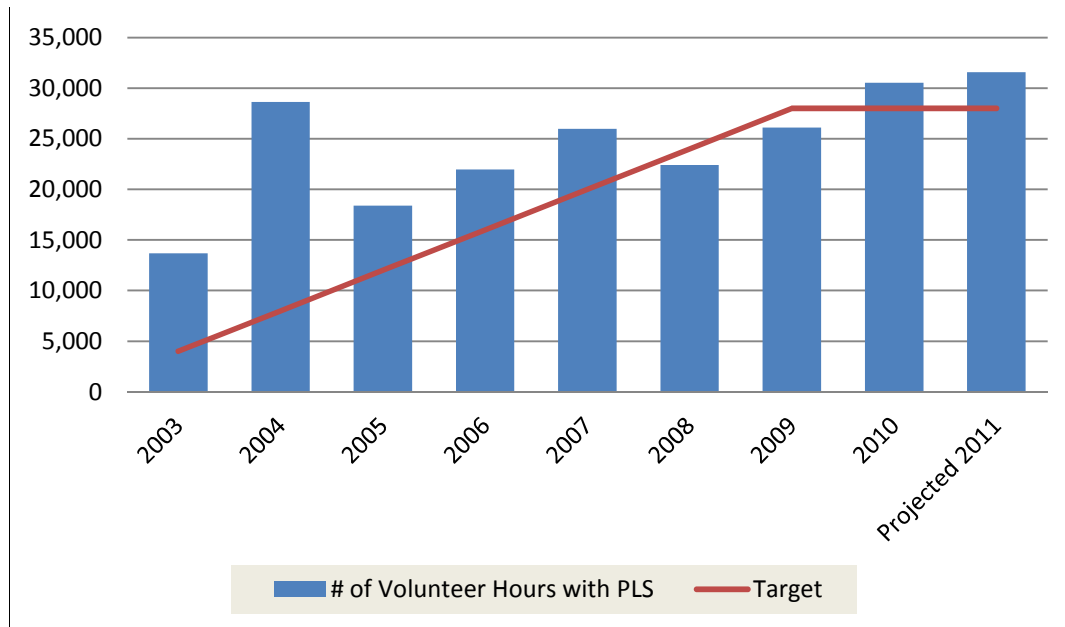
Objectives:

- To offer skills and leadership training through orientations, workshops, and volunteer opportunities.
- To encourage community development by empowering citizens to develop a common vision for leisure needs.
- Supporting community organizations and partners by planning and implementing promotional material.
- Supporting and developing Parks and Leisure volunteer programs.

Measures:

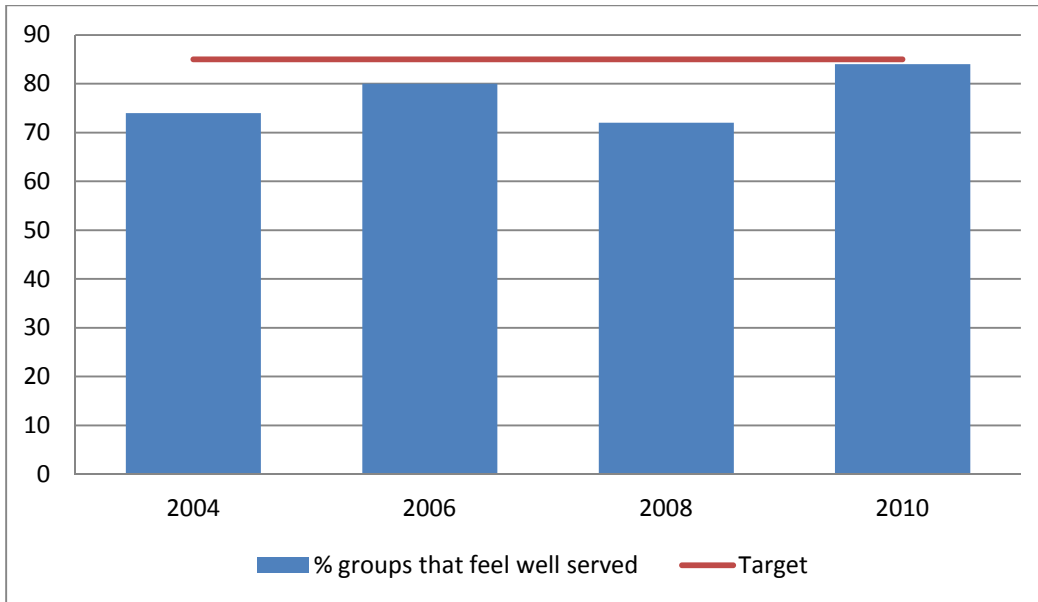
	2009	2010	2011 (est)	2012 (target)
% of community groups that report feeling well-served by P&LS. **	N/A	80	N/A	N/A
# of business plans developed with community groups.	16	16	18	18
% of citizens who have volunteered in the past 12 months. **	34% (in 2008)	N/A	40%	N/A
# of P&LS volunteer hours	8,845 *	10,530	10,264	11,000
* not all hours tracked, transitioning to new system. ** survey conducted every 3 years				

Parks & Leisure Services volunteers



* these numbers represent internal Parks and Leisure Services volunteer programs only

Promote Community Group Independence



Action	Responsibility	Timeline
Develop best practices for staff/volunteer relations in collaboration with municipal employees.	Kathryn B.	Q1
Support Sport Council initiated special events such as the Sport and Recreation Expo by increasing the groups independence in planning and facilitation of events.	Russ B. Jackie S.	Q2
Support the Sport Council to develop a vision and strategy.	Christa B. Russ B.	Q2
Support the Sport Council in rebuilding membership.	Russ B. Jackie S.	Q4

6.6.2 Recreation and Cultural Programs

To improve community health & wellness by providing innovative, sustainable and socially active opportunities for the whole family.

Objectives:

- To increase opportunities for a continuum of health care programs for all ages from children to older adults.
- To work with the Active Community network to increase participation in active living pursuits.

Measure:

	2009 *extended shutdown for 3 wks pool only	2010	2011 (est)	2012 (target)
# of programs at LC	1,432	1,733	1,636	1,700
# of programs at PMFRC	171	142	151	150
# of tournaments & events at LC	3	3	3	3
# of tournaments & events at PMFRC	20	20	20	20

Action	Responsibility	Timeline
Evaluate current personal training opportunities and apply strategies to increase participation.	Russ B.	Q1
Conduct a needs assessment of chronic disease prevention programming and partner with experts in the field.	Russ B. Shelley J.	Q4
Audit sport programming structure and align with best practices in developing a community sport recreation framework.	Russ B. Jackie S. Christa B.	Q4

Ongoing Items

- Increase programs and services for older adult/active aging populations. Jeff L., Jackie S.

6.6.3 Neighbourhood Development

To communicate with neighbourhoods to determine programming needs.

Objectives:

- To remove/reduce any known participation barriers.
- Bring programming to neighbourhoods.

Action	Responsibility	Timeline
Increase the use of outdoor active areas through program planning and education.	Jeff L.	Q2
Work with neighbourhoods to identify safe, walkable routes for no-cost fitness opportunities; implementation phase to follow.	Christa B. Russ B. Christine D.	Q3

6.6.4 Communications and Marketing

Increase communications and marketing efforts, and seek creative methods to increase marketing power.

Objectives:

- To ensure promotional resources are allocated efficiently and effectively.
- To ensure customers receive current and reliable information regarding P&LS services, initiatives and opportunities.
- To provide results-oriented marketing to internal customers and service provider partners.

Measure:

Action	Responsibility	Timeline
Develop an information guide to no/low cost promotion opportunities for non-profit recreation service providers.	Joanne G.	Q2
Research opportunities to fund promotion strategies through brochure advertising.	Danielle P.	Q2
Develop branding strategy to ensure consistent messaging and images are delivered to customers.	Danielle P. Joanne G.	Q3
Review both Pitt Meadows and Maple Ridge websites; work with Communications departments to develop strategies for improved P&LS website presence.	Danielle P. Joanne G.	Q3

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6.6.5 Operations

To strive to meet or exceed customers needs and expectations of service delivery.

Objectives:

- Encourage customer use of RecReg4U and web page to deliver accessible, up-to-date information.
- To utilize technology ensuring customer service expectations are met.
- To ensure all processes run efficiently and procedures are up to date and followed.

Measure:

	2009	2010	2011 (est)	2012 (target)
# Registrations completed through recreg4u.	7,521	6,182	5,929	6,200
% Overall registrations.	34%	36%	39%	40%

Action	Responsibility	Timeline
Review program evaluations. Develop standardized forms that capture relevant and necessary information to assist program teams ensuring the satisfaction of P&LS customers.	Joanne G. Danielle P.	Q1
Investigate and research software for tracking customer feedback.	Diane C.	Q2
Conduct SERVQUAL survey.	Danielle P. Diane C.	Q2
Conduct CLASS software audit and develop standards and guidelines to ensure database integrity.	Diane C. Danielle P.	Q3
Make recommendations, update and implement Marketing Services Plan.	Danielle P.	Q3
Re-negotiate expiring leases: <ul style="list-style-type: none"> • Hammond After School Club • Golden Ears Physiotherapy • West Coast Kinesiology • Panda Bear Daycare • Options for Sexual Health 	Danielle P.	As required

7.0 Operating Budget – See CDPR Administration

8.0 Capital Budget – See Parks & Facilities Department

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