

**MAPLE RIDGE AND PITT MEADOWS
PARKS, RECREATION AND CULTURE MASTER PLAN**

**Draft: For Discussion
Purposes Only**

Note to Reader:

Please do not pay any attention to graphic layout, fonts, etc. That will change entirely once the text is resolved. Photos, graphics and quotes will be inserted throughout to help bring the document to life.

Executive Summary

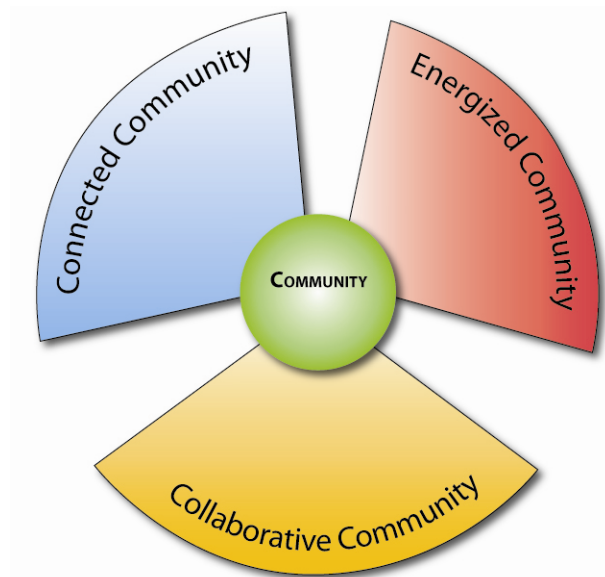
Introduction

In 2001, the first joint Master Plan for Pitt Meadows and Maple Ridge was prepared, and it was adopted by both Councils. The 2001 Master Plan has served the communities well, however with the pace of development, demographic changes, major shifts in philosophy as climate change and environmental issues rise to the forefront, and some particular land use controversies that have occurred, the staff of the Parks and Leisure Services Commission (PLS) felt it was an appropriate time to update the plan.

The goal of this project was to prepare a new 5- to 10-year Parks, Recreation, and Cultural Master Plan, based on comprehensive consultation and assessment of needs, that will provide vision and address the challenges, issues and trends in the future as sustainably and effectively as possible.

A Plan Based on Values

In the extensive consultation process conducted for this Master Plan, it became clear that this Master Plan should be based on the values expressed as being important to the broad community. These values are captured within a framework which becomes the primary foundation for the Master Plan. The strongest interest is in fostering a sense of community. Within that “community”, the values of importance for the Master Plan fall neatly into the categories of Connected, Energized and Collaborative. The Master Plan elaborates upon each of these values.



By living and functioning according to these values, we will contribute to achieving a **Sustainable Community**.

Vision

The following is the vision for parks recreation and culture in MR and PM. It is expressed in the present tense since it reflects how it is hoped that the communities will be described in the future.

Maple Ridge and Pitt Meadows are physically beautiful communities, with extensive forests, mountains, rivers, creeks, lakes, and agricultural lands. People choose to live here because of this environment, and also because of the strong sense of community.

The city cores are centres for arts and culture, each with a unique identity. The cores are places for people to connect, contribute and celebrate their sense of belonging. Neighbourhoods throughout the community are interconnected vibrant hubs, nurturing social interaction and leadership development, and helping everyone to feel welcome and connected.

A wide variety of linked parks, trails and recreation facilities support diverse activities, resulting in a healthy, active community. People work together at all levels to ensure that the community retains the characteristics that drew them here originally.

Goal

The following is the overall goal of the Parks, Recreation and Culture Master Plan:

- Promote and support a healthy, safe and sustainable community where we are active participants in a wide range of recreation and cultural activities, working together to build our individual strengths, create a strong sense of community, respect and protect our valuable natural assets, and achieve our environmental responsibilities.

Strategic objectives identify the primary approaches to achieving the goal.

Views of the Community

The Master Plan process involved extensive consultation, including: a random telephone survey, a community group survey, focus groups, a Neighbourhood Futures Workshop, and several major workshops. At a very high level, the responses indicate:

- Maple Ridge and Pitt Meadows residents are pleased with the natural assets, parks and trails, PLS staff, community development approach, programs, relationship with the School District, festivals/events, and the joint delivery system.
- The key challenges are that resources at all levels are stretched, and not keeping up with population growth. This was stated with regard to: quality and quantity of indoor and outdoor facilities support for community groups, and operations of indoor and outdoor facilities.
- This Master Plan should focus on taking the strengths to the next level, and continuing support to build, nurture and sustain community and the groups currently established who provide needed and valued services to the community.

Recommendations

The Master Plan includes an extensive set of recommendations, divided into: Process/Planning, Land Acquisition, Capital Development, Management, Service Delivery, Operations and

Advocacy/Facilitation. The following is a high-level summary of the recommendations, along with the strategic objectives for each topic:

Park Types

Strategic Objectives	<ul style="list-style-type: none"> Refine the park classification system to clarify the range of park types and service areas.
Management	<ul style="list-style-type: none"> Adopt a revised park classification system based on the current system.
Operations	<ul style="list-style-type: none"> Review the maintenance standards and staff resources allocated to each park type, and refine these if necessary.
Advocacy/ Facilitation	<ul style="list-style-type: none"> Continue work with others on recreation management of Blue Mountain.

Parkland Supply

Strategic Objectives	<ul style="list-style-type: none"> Ensure that all residents have access to community and neighbourhood parks within a 10 minute and 5 minute walk, respectively. Ensure that there is an adequate supply of each type of parkland to meet needs. 																								
Management	<ul style="list-style-type: none"> Adopt the following parkland supply standards: <table border="1" style="margin-left: 40px;"> <thead> <tr> <th></th> <th>Existing Area (ha)</th> <th>Current Supply ha/1000 pop</th> <th>Proposed Standard ha/1000 pop</th> </tr> </thead> <tbody> <tr> <td>Classification</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Municipal</td> <td>169.4</td> <td>1.82</td> <td>1.80</td> </tr> <tr> <td>Community</td> <td>131.8</td> <td>1.42</td> <td>1.30</td> </tr> <tr> <td>Neighbourhood (incl. Mini)</td> <td>87.9</td> <td>0.94</td> <td>0.90</td> </tr> <tr> <td>Total</td> <td>389.1</td> <td>4.2</td> <td>4.0</td> </tr> </tbody> </table>		Existing Area (ha)	Current Supply ha/1000 pop	Proposed Standard ha/1000 pop	Classification				Municipal	169.4	1.82	1.80	Community	131.8	1.42	1.30	Neighbourhood (incl. Mini)	87.9	0.94	0.90	Total	389.1	4.2	4.0
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Land Acquisition	<ul style="list-style-type: none"> Acquire an average of 6.3 ha active parkland annually in order to meet the new parkland supply standards as the population grows (see list in this section and Map 3). Acquire additional open space land, including riverfront, other areas with environmental values, heritage properties, and other unique properties, as opportunities arise. 																								
Advocacy/ Facilitation	<ul style="list-style-type: none"> Work with Metro to acquire the Albion Ferry dock site and other staging areas for boaters along the Fraser River. 																								

Trails and Greenways

Strategic Objectives	<ul style="list-style-type: none"> Increase the number of different types of trails to accommodate more use, provide transportation alternatives, and to increase interconnectivity.
Process/Planning	<ul style="list-style-type: none"> Prepare a more comprehensive Greenways System Plan for both communities.

Land Acquisition	<ul style="list-style-type: none"> Acquire more greenway corridors.
Capital Development	<ul style="list-style-type: none"> Continue to develop more trails, focusing on multi-purpose trails as a high priority, and include staging areas. Develop and install a trails (and parks) sign system that includes: identification, directional, instructional and interpretive information.
Management	<ul style="list-style-type: none"> Ensure that PLS has input into the planning of trails during subdivision development, and negotiate with developers to provide trail corridors. Prepare a trail user courtesy code, and publicize this at all trail heads and on maps, brochures, and the Web site.
Service Delivery	<ul style="list-style-type: none"> Prepare an attractive, user-friendly parks and trails map showing the entire system on one sheet. Increase the programs based on trails.
Operations	<ul style="list-style-type: none"> Ensure that there are adequate staff resources to maintain trails.
Advocacy/ Facilitation	<ul style="list-style-type: none"> Encourage Engineering Departments to continue building bike lanes and sidewalks/paths as part of roadworks projects. Continue to work closely with Metro Vancouver and other organizations on implementation of the greenways strategy, and trail stewardship.

Environment

Strategic Objectives	<ul style="list-style-type: none"> Acquire areas with significant environmental value that are appropriate as parkland at the municipal level, preferably through the development process.
Land Acquisition	<ul style="list-style-type: none"> Acquire ESAs appropriate as parkland at the municipal level, preferably through the development process.
Capital Development	<ul style="list-style-type: none"> Develop interpretive signs and programs to educate the public about environmental resources and values.
Management	<ul style="list-style-type: none"> Use environmental mapping to assist in the identification of potential parkland. Work with the Planning Department to acquire natural open space for parkland from developers as part of the negotiation process.
Operations	<ul style="list-style-type: none"> Continue to research and improve management of invasive species, wildlife interfaces, and other issues.
Advocacy / Facilitation	<ul style="list-style-type: none"> Encourage MR and PM planning departments to complete their strategies for managing areas with significant environmental values.

Community Beautification

Strategic Objectives	<ul style="list-style-type: none"> Pursue beautification projects that build community pride and address sustainability.
Process/Planning	<ul style="list-style-type: none"> Develop an inventory of street trees and an Urban Forest Master Plan to assist in identification and protection of vegetation in urban areas.
Management	<ul style="list-style-type: none"> Identify beautification opportunities with high exposure and opportunities for sustainable beautification projects.
Operations	<ul style="list-style-type: none"> Ensure that resources are available to maintain park and boulevard

	<p>displays prior to their development.</p> <ul style="list-style-type: none"> • Manage ornamental landscapes in a way that is as environmentally conscious as possible.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Encourage and support community involvement in beautification, e.g., roundabouts, medians, boulevards, neighbourhood parks.

Park Design and Development

Strategic Objectives	<ul style="list-style-type: none"> • Design parks to be safe and with opportunities for a wide variety of activities, age groups, and ability levels, keeping current with trends.
Capital Development	<ul style="list-style-type: none"> • Provide a variety of facilities for all ages and ability levels as determined by the population in the service area.
Management	<ul style="list-style-type: none"> • Design parks by recognizing that the value of a park is based on more than the facilities in the park, e.g., loop trails, park character, informal play, protect natural areas. . • Review trends and consider progressive and new park uses, especially those focused on seniors, youth, and dogs. • Add staff for park planning and GIS.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Continue to work in cooperation with School District 42 and Metro Vancouver on joint site design, where applicable.

Various individual park development recommendations are provided.

Cemetery

Strategic Objectives	<ul style="list-style-type: none"> • Expand the Maple Ridge Cemetery. • Update and market the facilities and services of the Maple Ridge Cemetery. • Move towards acquiring an additional site to meet future needs.
Land Acquisition	<ul style="list-style-type: none"> • Acquire the 4 lots adjacent to the cemetery to allow for expansion. • Acquire property as a future cemetery.
Capital Development	<ul style="list-style-type: none"> • Implement the recommendations of the Cemetery Master Plan for upgrading and updating the cemetery site.
Service Delivery	<ul style="list-style-type: none"> • Improve management at the cemetery by adding customer service and communications/marketing functions.
Operations	<ul style="list-style-type: none"> • Improve operations at the cemetery, per the recommendations of the Cemetery Master Plan.

Sportsfields and Ball Diamonds

Strategic Objectives	<ul style="list-style-type: none"> • Meet the athletic and safety needs of sports user groups consistent with typical standards, balancing this with other capital needs, and focusing efforts on existing land.
Land Acquisition	<ul style="list-style-type: none"> • Acquire land for expansion of sports near the Albion Fairgrounds (see Parkland Acquisition).
Capital	<ul style="list-style-type: none"> • Continue to completely upgrade one grass field per year.

Development	<ul style="list-style-type: none"> • Build another artificial turf field at Pitt Meadows Secondary School. • Develop new sports fields near the Albion Fairgrounds.
Management	<ul style="list-style-type: none"> • Work with the Sport Field Association to determine priorities for field upgrades, and priorities for new field facilities. • Work with sports groups to identify opportunities to maximize play, e.g., seasonal allocations, sharing of facilities.
Service Delivery	<ul style="list-style-type: none"> • Provided that the program supporting equitable access has capacity for those in need, make people aware of the program.
Operations	<ul style="list-style-type: none"> • Ensure that appropriate maintenance budgets are available for new and upgraded sports fields.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Encourage and support user groups in taking on more responsibility for maintenance. • Identify more opportunities for the sharing of resources with the School District.

Urban Agriculture

Strategic Objectives	<ul style="list-style-type: none"> • Recognize the multiple social, physical and recreational values of urban agriculture, and increase the number of opportunities, especially in higher density areas.
Capital Development	<ul style="list-style-type: none"> • Continue to provide funding for initial garden installation. • Consider the development of a demonstration organic farm.
Management	<ul style="list-style-type: none"> • Develop a policy that promotes the establishment of urban agriculture and community gardens, and the initiation of a community farm society. • As urban agriculture grows, explore the need for additional resources for management support.
Service Delivery	<ul style="list-style-type: none"> • Increase access to information on the development and operation of community gardens.
Operations	<ul style="list-style-type: none"> • Continue to provide funding for garden operations.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Encourage and support initiatives that enable the community garden groups to work together for joint promotion, sharing of resources, partnership development and support for funding applications. • Encourage the creation of more community gardens on under-used District land.

Dog Off-leash areas

Strategic Objectives	<ul style="list-style-type: none"> • Increase the number of dog off-leash areas, and place them strategically to serve as many people as possible.
Capital Development	<ul style="list-style-type: none"> • Establish additional dog off-leash areas.
Management	<ul style="list-style-type: none"> • Develop standards for different types of dog off-leash areas, including some that are more natural and others more formal.
Operations	<ul style="list-style-type: none"> • Ensure there is funding to maintain additional dog off-leash areas.

Courts

Strategic Objectives	<ul style="list-style-type: none"> • Provide the community with access to the desired types, locations and quantities of courts, and maintain them in a safe, usable condition.
Management	<ul style="list-style-type: none"> • Where tennis courts needs upgrading, consult with the community to determine if tennis court should be upgraded or replaced with a sport court.
Capital Development	<ul style="list-style-type: none"> • Upgrade or replace tennis courts as needed.

Playgrounds and Spray Parks

Strategic Objectives	<ul style="list-style-type: none"> • Ensure that play facilities are available in all neighbourhoods, and that spray parks are well distributed.
Capital Development	<ul style="list-style-type: none"> • Develop new spray parks at Albion Park, MR civic centre, and at Hammond Stadium when the outdoor pool is closed. • Consider expanding the Harris Park spray pool when the outdoor pool is closed.
Management	<ul style="list-style-type: none"> • Identify the most appropriate location for the next spray park, in the west portion of the community.
Operations	<ul style="list-style-type: none"> • Continue playground upgrading and replacement cycles.

Youth Parks

Strategic Objectives	<ul style="list-style-type: none"> • Distribute the three levels of youth parks throughout the community to serve as many youth as possible.
Capital Development	<ul style="list-style-type: none"> • Develop a destination level youth park in Albion Park, including mountain bike skills area and mountain bike trails. • Develop a more complete community level youth park in Pitt Meadows. • Develop a more complete bike skills park in Cottonwood Park. • Develop another community level youth park in west Maple Ridge.
Management	<ul style="list-style-type: none"> • Involve youth in the planning and design of youth parks.

Other Park Facilities

Strategic Objectives	<ul style="list-style-type: none"> • Continue to provide a variety of facilities in parks to support multiple uses, staying current with trends.
Capital Development	<ul style="list-style-type: none"> • Continue to include caretaker residences in major parks.
Management	<ul style="list-style-type: none"> • When facilities require upgrading or replacement, work with the community to identify the most appropriate solutions, considering cost / benefit.
Service Delivery	<ul style="list-style-type: none"> • Consider a park ranger / programmer and more organized activities in neighbourhood parks, generated through neighbourhood organizations.

Indoor Recreation Facilities Overall

Strategic Objectives	<ul style="list-style-type: none"> • Ensure that indoor facilities meet the needs of the combined communities.
Management	<ul style="list-style-type: none"> • Develop, endorse and use a customer experience model to ensure facility services provide compelling customer insights and value; link this with the ServQual Program from Marketing. • Introduce a facility development continuum model with associated guiding principles and standards for service provision, including: Regional Facilities, Hub Facilities, Satellite Facilities, and Neighborhood Facilities.

Aquatics

Strategic Objectives	<ul style="list-style-type: none"> • Provide sufficient and equitable access to aquatic recreation opportunities for all members of the community.
Process/Planning	<ul style="list-style-type: none"> • Prepare a revised strategic business plan for the Maple Ridge Leisure Centre in consideration of the proposed aquatic centre development in Pitt Meadows. • Prepare a business plan for possible closure of the outdoor pools. • Explore opportunities for financing the capital development of an indoor pool in Pitt Meadows, including grants, and a review of the cost-sharing agreement between MR and PM.
Capital Development	<ul style="list-style-type: none"> • Develop a new indoor aquatic facility adjacent to the Pitt Meadows Family Recreation Centre subject to sufficient funds being acquired. • Decommission the existing outdoor pools, in association with the new aquatic complex at PMFRC. • Upgrade elements of MRLC as needed and recommended in the business plan.
Management	<ul style="list-style-type: none"> • Host annual aquatics user group meetings to learn of needs and issues. • Monitor the use of the Walnut Grove aquatics facility by Pitt Meadows and Maple Ridge residents, in relation to the use of MRLC, prior to proceeding with planning for the indoor pool in Pitt Meadows.

Arenas

Strategic Objectives	<ul style="list-style-type: none"> • Provide sufficient and equitable access to ice opportunities for all members of the community, with customer service policies that align with core philosophies of nurturing a quality customer experience and community capacity building.
Process/Planning	<ul style="list-style-type: none"> • Conduct a review of ice use to determine if there is a need for construction of additional ice within the community.
Capital Development	<ul style="list-style-type: none"> • Improve the Pitt Meadows Arena to meet current standards, and improve overall tidiness and orderliness of the facility.
Management	<ul style="list-style-type: none"> • Increase the number of hours of subsidized ice time to better reflect the average hours of subsidized ice time available to non-profit groups in other communities. • Review current contract documents with both service contract parties, strengthen where appropriate, and monitor activities.

	<ul style="list-style-type: none"> Review ice rental booking policies and cancellation procedures among the three booking organizations, and standardize these.
Operations	<ul style="list-style-type: none"> Introduce systematic monitoring of current contracts with P3 partner and contracted facility manager (will require additional staff resources).
Advocacy / Facilitation	<ul style="list-style-type: none"> Establish a Facility Users Advisory Group to work with PLS and the contracted service providers to identify and resolve issues related to operations of Planet Ice and Pitt Meadows Arenas.

Fitness/Wellness Facilities

Strategic Objectives	<ul style="list-style-type: none"> Increase the provision of fitness centre facilities, continuing to locate them in multipurpose recreation centre hub facilities to meet diverse community needs for active living, health and wellness.
Capital Development	<ul style="list-style-type: none"> Construct a new fitness/wellness facility at the PMFRC. Upgrade the fitness centre in MRLC as needed. Ensure that a large fitness/wellness facility is provided in a new multi-purpose recreation centre in east Maple Ridge.
Service Delivery	<ul style="list-style-type: none"> Incorporate components to reduce barriers to participation in fitness and wellness programming.

Indoor Multi-purpose and Social Facilities

Strategic Objectives	<ul style="list-style-type: none"> Increase the provision of and access to indoor sports facilities, at the neighbourhood level and in larger facilities offering a wide range of organized and individual opportunities.
Capital Development	<ul style="list-style-type: none"> Ensure that a new gym is provided in a future multipurpose recreation centre in east Maple Ridge. Add an active indoor area to the PM Youth Centre. Build an indoor fieldhouse to serve sports, social functions, and major events at the Albion Fairground site.
Management	<ul style="list-style-type: none"> Prepare a booking allocation policy with defined criteria for booking of community space.
Service Delivery	<ul style="list-style-type: none"> Develop improved communication methods to promote the use of community halls. Continue good management of the two primary indoor gyms and all support facilities to ensure community access and benefit.
Advocacy / Facilitation	<ul style="list-style-type: none"> Work with the School District to increase community access to school gyms. Nurture and develop community hall leadership to ensure the facilities can be maintained for the future benefit and use by the community.

Seniors

Strategic Objectives	<ul style="list-style-type: none"> Increase opportunities for seniors, and provide additional support to seniors in building their own capacity in volunteerism and organizational development. Promote, educate, and support volunteers and organizational development of RMSS.
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Process/Planning	<ul style="list-style-type: none"> • Develop a strategy, Directions for Seniors, that responds to key issues and challenges faced by all ages of seniors within Maple Ridge and Pitt Meadows.
Capital Development	<ul style="list-style-type: none"> • Develop a seniors' facility in Pitt Meadows.
Management	<ul style="list-style-type: none"> • Ensure that community development/community organization capacity building is working well with seniors groups. • Continue development of programs and services that meet the needs of the growing seniors' population.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Secure additional professional staffing resources to support RMSS and other senior services within the communities. • Work with others to improve safe and sustainable transportation for seniors.

Youth

Strategic Objectives	<ul style="list-style-type: none"> • Expand implementation of the youth philosophy and services delivery more broadly in the two communities, including Pitt Meadows and Maple Ridge beyond the downtown core.
Capital Development	<ul style="list-style-type: none"> • Develop a new larger youth facility in Pitt Meadows.
Management	<ul style="list-style-type: none"> • Continue and expand the concentration of resources on youth services, recognizing the multiple benefits and cost effectiveness. • Continue integration of youth in planning and leadership, e.g., involve youth in the design of any facilities used by youth.
Service Delivery	<ul style="list-style-type: none"> • Increase access to active space for Pitt Meadows Youth Centre. • Develop new communication tools to connect with local youth. • Expand youth leadership programs and increase the youth outreach service to underserved areas. • Establish a full-time manager of youth and children's recreation services.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Work with youth to encourage transportation authorities to provide public transit that meets the needs of youth, e.g., locations, schedules. • Continue to work with the Community Network to identify and address emerging youth needs. • Expand youth programs in schools.

Children

Strategic Objectives	<ul style="list-style-type: none"> • Continue and expand the provision and promotion of the programs for children needed in the community through partnerships within the Community Network.
Management	<ul style="list-style-type: none"> • Continue to provide education and promotion to parents, educators, planners, and decision-makers about the benefits of recreation and the importance of play to the growth and development of children.
Service Delivery	<ul style="list-style-type: none"> • Establish a full-time manager of youth and children’s recreation services.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Continue to work with the Community Network to coordinate, collaborate and integrate services to meet children’s needs. • Maintain and expand partnerships to deliver more diverse programming in schools, including outlying areas of the communities. • Continue partnering with School District 42 to access schools for after school programs.

Hard to Reach

Strategic Objectives	<ul style="list-style-type: none"> • Strive to break down barriers by bringing people together and supporting participation by those who are hard to reach along with everyone else.
Management	<ul style="list-style-type: none"> • Meet with ethnic communities to learn more about interests, needs and opportunities. • Increase investment in the Participation (subsidy) Program.
Service Delivery	<ul style="list-style-type: none"> • Add greater emphasis and find more opportunities to connect with Hard to Reach populations. • Develop mobile programs and take these out to where people are, e.g., schools, residences. • Continue to offer low-cost recreation opportunities.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Continue to work with organizations like Kidsport, Canadian Tire, Jump Start, and SD 42 to increase access to subsidized services.

Katzie

Strategic Objectives	<ul style="list-style-type: none"> • Strengthen working relationships with the Katzie First Nation, and the awareness of Katzie in the broader community. • Improve opportunities for the Katzie to participate in recreation activities.
Management	<ul style="list-style-type: none"> • Reach out to Katzie to help them feel more connected to their neighbourhood and the broader community. • Work towards understanding Katzie requirements and developing a service delivery agreement with them.
Service Delivery	<ul style="list-style-type: none"> • Continue to provide Katzie with access to the PLS Participation Program.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Pursue opportunities for partnership in a Katzie Cultural Centre. • Work with Katzie to encourage transportation authorities to provide better public transit to the Katzie reserve.

Events and Festivals

Strategic Objectives	<ul style="list-style-type: none"> • Increase events and festivals as a step towards recognizing Maple Ridge and Pitt Meadows as a Cultural and Recreational capital of BC, with associated branding.
Capital Development	<ul style="list-style-type: none"> • Review the potential for larger parks or areas to host events, e.g., Albion Sports Complex Expansion. • Build additional infrastructure for festivals.
Management	<ul style="list-style-type: none"> • Establish and maintain a Festival Network of volunteers for festivals. • Strengthen volunteer management and recognition tools and resources. • Develop sustainable strategies to help festival organizers reduce and manage waste.
Service Delivery	<ul style="list-style-type: none"> • Add a festival / volunteer function in PM. • Support new events on the riverfront and in the new Pitt Meadows Spirit Square.
Operations	<ul style="list-style-type: none"> • Improve maintenance and storage of equipment.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Increase partnerships for festivals, e.g., Katzie, multicultural groups, music and theatre groups. • Consider the development of a large indoor gathering space in association with another facility, e.g., adjacent to arenas

Public Art

Strategic Objectives	<ul style="list-style-type: none"> • Increase a “sense of place” by partnering with the artistic community and others to expand artistic expression in the community.
Management	<ul style="list-style-type: none"> • Support artistic expression related to Maple Ridge’s and Pitt Meadows’ cultural identity, particularly in the downtown areas.
Service Delivery	<ul style="list-style-type: none"> • Establish a Public Art Committee in Pitt Meadows similar to the new one in Maple Ridge; explore the potential of a joint committee.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Integrate the public art program with Planning and Development functions.

Museums

Strategic Objectives	<ul style="list-style-type: none"> • Support improvement of the experiences offered by the museums by encouraging more engaging interfaces with the past through entertainment and educational experiences.
Capital Development	<ul style="list-style-type: none"> • Establish an appropriate time frame for construction of the new Maple Ridge Museum.
Management	<ul style="list-style-type: none"> • Conduct a formal annual review of museum operations as part of management of the partnering agreement. • Continue to ensure management of the museums is supported through capacity building assistance, e.g., assistance with business planning.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Encourage and support the Maple Ridge Museum Society in its development of a new museum. • Encourage the museum societies to develop new strategic plans. • Consult with the Pitt Meadows Heritage and Museum Society to determine

	<p>whether they should be managed independently from PLS.</p> <ul style="list-style-type: none"> • Explore the concept of a museum combined with an Aboriginal people's cultural centre.
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Heritage Sites and Buildings

Strategic Objectives	<ul style="list-style-type: none"> • Acquire, protect and interpret heritage sites and structures where they have high values for the community.
Land Acquisition	<ul style="list-style-type: none"> • Acquire the riverfront log sort (Northview) as a critical trail linkage and key historic connection for the community. • Acquire heritage sites as parks where appropriate. • Acquire and restore heritage buildings.
Capital Development	<ul style="list-style-type: none"> • Continue to develop heritage walks, sites and districts, with interpretive experiences, integrating these with parks and trails.
Operations	<ul style="list-style-type: none"> • Identify heritage walks, sites and districts for inclusion on the heritage registers. • Ensure that heritage buildings are properly maintained and managed.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Encourage and support the enhancement of the historical character of heritage districts in MR and PM.

Cultural Facilities

Strategic Objectives	<ul style="list-style-type: none"> • Continue to support and increase opportunities for participation in the arts in MR and PM.
Capital Development	<ul style="list-style-type: none"> • Encourage and support the development of an arts and culture facility in PM complementary to the ACT in MR, e.g., at the Old Harris Theatre. • When a new community multi-purpose centre is developed in Pitt Meadows, incorporate the needs of the local arts and culture communities.
Service Delivery	<ul style="list-style-type: none"> • Consider acquiring a commercial/residential unit at Sawyers Landing which could accommodate a local Pitt Meadows Artist in Residence.
Operations	<ul style="list-style-type: none"> • Improve technology at ACT and other facilities, e.g., to allow for exit surveys.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Assist the Arts Council in updating and expanding upon a business plan to emphasize arts and cultural tourism in the region.

Tourism

Strategic Objectives	<ul style="list-style-type: none"> • Focus on increasing tourism opportunities around the existing day-trip markets.
Capital Development	<ul style="list-style-type: none"> • Work with Metro to improve boat launch facilities. • Provide more visitor facilities at major fields with spectator stands.
Operations	<ul style="list-style-type: none"> • Provide support to community events through a variety of methods.
Service Delivery	<ul style="list-style-type: none"> • Establish “hosts” in parks, seasonally and on special weekends.

Advocacy / Facilitation	<ul style="list-style-type: none"> • Work with business and government organizations to develop 6 to 10 tourism products to attract and retain visitors and investment.
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Community Development and Community Capacity Building

Strategic Objectives	<ul style="list-style-type: none"> • Retain, confirm, and continue to strengthen the community development and community capacity building approach. • Continue to build and nurture relationships in order to deliver services in an effective manner, reducing unnecessary duplication or overlap.
Management	<ul style="list-style-type: none"> • Align organizational capacity building as a key undertaking throughout PLS. • Ingrain the community development philosophy into all action involving partnerships, citizen engagement and community facility development.
Service Delivery	<ul style="list-style-type: none"> • Prepare organization development tools to enhance community organizations.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Continue to provide business planning support to community groups to enable them to focus on organizational development and program development. • Continue and enhance grants and funding support and resources for volunteer groups providing services.

Roles and Responsibilities

Strategic Objectives	<ul style="list-style-type: none"> • Ensure that roles and responsibilities are clear, that there is a link between philosophy and implementation of PLS’s three roles, and that they result in as much efficiency as possible while achieving stated goals. • Optimize the effectiveness of the community-wide parks and leisure services network of staff, facilities, programs, and community partners.
Management	<ul style="list-style-type: none"> • Promote and implement a rolling 3 year PLS Strategic Plan tied into business planning, budgets and measurements. • Review and confirm a program service type and model for the future that supports key directions of a 3 year Strategic Plan. • Continue to function with the three roles that are complementary, supportive, and incorporate PLS philosophy and guiding principles in order to effectively deliver services to the communities.

Staff Structure and Resources

Strategic Objectives	<ul style="list-style-type: none"> • Ensure there are sufficient staff resources in the most effective roles to handle the demands of a growing population and evolving service expectations.
Management	<ul style="list-style-type: none"> • Review staff roles and responsibilities in relation to capacity on an annual basis, ensuring that there are sufficient personnel to effectively manage services. • Review the potential requirements for additional personnel for the following: <ul style="list-style-type: none"> • marketing and communications efforts to effectively launch the new marketing plan,

	<ul style="list-style-type: none"> • managing P3 contracts and arena operations, • children's and youth services (manager and part-time coordinator), neighbourhood development, • staff resources as required, as recreation facility inventory expands, • park planning and GIS, • parks operations staff currently, and as inventory is acquired. • Develop a new staff base in Pitt Meadows, possibly in City Hall (manager with responsibility for maintaining close communications with PM staff and residents, and for arena contracts).
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Partnerships

Strategic Objectives	<ul style="list-style-type: none"> • Ensure that partnerships are well defined, well managed, supported, valued and evolving.
Management	<ul style="list-style-type: none"> • Develop criteria for new partnerships, and test these criteria with existing and potential partners. • Develop clear agreements that define the partnering vision, values statements, operating philosophy, and standards for the partnership, and ensure consistency among the agreements. • Allocate more staff resources to effectively managing contract business relationships and partnerships.

Recreation and Cultural Programs

Strategic Objectives	<ul style="list-style-type: none"> • Ensure that programs are always providing the highest benefits to the entire community, as interests and needs change over time.
Management	<ul style="list-style-type: none"> • Develop a vision statement for program provision within Maple Ridge and Pitt Meadows, and the strategic outcomes from program offerings, following the benefits approach to program design. • Determine if net revenue contribution targets are warranted for some types of PLS sponsored programs. • Research and develop recommendations on how to restructure the subsidization programs and how to fund this service. • Ensure there are ample opportunities to develop program services which encourage active, creative community experiences.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Partner with organizations for program access in appropriate locations; consider a regional focus for some specialized types of programming for those aspiring to heightened skill development. • Work with the Arts Council and the school district to expand arts programs in the community beyond the Arts Centre.

Neighbourhood Development

Strategic Objectives	<ul style="list-style-type: none"> • Increase opportunities for people to feel connected with their neighbourhood.
Land Acquisition	<ul style="list-style-type: none"> • Where a need is identified and alternative suitable facilities are not available, acquire schools that are closing, subject to Ministry of Education guidelines, and investigate turning these into neighbourhood centres.
Management	<ul style="list-style-type: none"> • Require developers to include community centres in large housing developments.
Service Delivery	<ul style="list-style-type: none"> • Include parks and facilities that serve neighbourhood needs for social connections and recreation in the planning and design of neighbourhoods. • Provide information and resources to help neighbourhood groups. • Inform people about community organizations and opportunities, and encourage participation, e.g., Block Watch. • Make better use of local schools and parks for neighbourhood uses as opportunities arise, e.g., neighbourhood gardens, special events, after-school Active Kids Club.

Communications and Marketing

Strategic Objectives	<ul style="list-style-type: none"> • Increase communications and marketing efforts, and seek creative methods to increase marketing power.
Management	<ul style="list-style-type: none"> • Implement the recommendations developed in the PLS draft Marketing Plan. • Increase the focus on customer acquisition and retention for the facilities within the system, with the emphasis on participants and residents. • Research methodologies on how to tap into new technologies.
Operations	<ul style="list-style-type: none"> • Increase the communications and marketing budget to at minimum 2.5% of the PLS budget.

Joint Delivery

Strategic Objectives	<ul style="list-style-type: none"> • Acknowledge the benefits of the joint delivery model and continue to work on improving it.
Process/Planning	<ul style="list-style-type: none"> • Ensure that PM and RM have opportunities to express their unique identities, e.g., banners.
Management	<ul style="list-style-type: none"> • Periodically demonstrate the benefits of joint delivery to both partners. • Work with Commission and the two Councils to solidify one consistent reporting methodology. • Conduct a workshop every 3 years with the Commission, with a third party facilitator, to review and improve the joint delivery agreement and model.

Operations

Strategic Objectives	<ul style="list-style-type: none"> • Ensure that funding for operations activities is sufficient to achieve desired standards, while working as efficiently and environmentally responsibly as possible. • Ensure that users and customers have a sense of personal safety and security.
Management	<ul style="list-style-type: none"> • Encourage low maintenance landscapes.
Service Delivery	<ul style="list-style-type: none"> • Verify and provide reasonable accessibility for all citizens to indoor facilities; update facilities where necessary.
Operations	<ul style="list-style-type: none"> • Continue to involve prison crews and volunteer groups in landscape maintenance work where possible. • Increase operations budgets for additional staff, equipment, training, etc. Continue to work on increasing sustainability measures. • Ensure adequate lifecycle replacement budgets are in effect for indoor facilities.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Work with planning dept to establish LSA's where needed prior to subdivision.

Sustainability

Strategic Objectives	<ul style="list-style-type: none"> • Use parks and recreation to gain the greatest possible environmental benefits, with applications in energy and water conservation, active transportation, sustainable practices, and habitat conservation and enhancement.
Land Acquisition	<ul style="list-style-type: none"> • Identify and protect environmentally sensitive areas (see Environment section).
Capital Development	<ul style="list-style-type: none"> • Build better active transportation network (see Trails and Greenways section). • Require new municipal buildings to meet LEED or other standards of sustainability.
Management	<ul style="list-style-type: none"> • Work with other departments and both municipalities to improve consistency with regard to sustainability measures.
Operations	<ul style="list-style-type: none"> • Encourage citizen involvement e.g. neighbourhoods maintain their greenspace, boulevards; and sustainability of operations (see Operations section).

Implementation and Funding

Phasing and Costs

It is recognized that implementing many of the recommendations listed above will require the commitment of significant resources and that these commitments must be considered in relation to other municipal needs.

Once the appropriate actions are agreed upon, priorities will be identified and the recommendations will be placed into a phased implementation schedule which fits appropriately within the overall municipal financial plans.

Measurement Tools

Strategic Objective

- Design and implement a measurement tool that relates to the values and objectives of the Master Plan, is within the capacity of PLS to implement, and with the information needed to communicate needs to Council and Commission and support decisions.

The following measurement tools, most of which are already used, are effective in measuring accomplishments in relation to the values.

Methods	Connected Community	Energized Community	Collaborative Community
Community Survey	High	High	High
Statistical Reporting		High	
Community Group Survey	High		High
Exit Surveys	Potential		Potential
Individual Meetings	High	High	High
Focus Groups	High	High	High
Meeting Standards		High	
Volunteer Hours	Potential	Potential	Potential
Service Call Records	High	High	High
CLASS Data Analysis		High	

