



Maple Ridge and Pitt Meadows

PARKS, RECREATION AND CULTURE MASTER PLAN:

A Connected, Energized,
Collaborative Community

June 2010



ACKNOWLEDGEMENTS

Primary Maple Ridge and Pitt Meadows Participants

Maple Ridge and Pitt Meadows Parks and Leisure Services
Maple Ridge Council
Pitt Meadows Council
School District No. 42 Board of Education
Senior Staff of the Municipalities and School District
Parks and Leisure Services Staff – Mike Murray, Project Manager

Consultants

Catherine Berris Associates Inc., Prime Consultant

Catherine Berris, Principal in Charge
Bill Gushue, GIS
Anita Green, Assistant
Ellora Nandi, Graphics and Layout

Asbell Management Innovations Inc., Recreation Consultant

Bernie J. Asbell

Appreciation

We sincerely thank the many staff from Maple Ridge and Pitt Meadows and other agencies, members of community organizations, and citizens who attended meetings, completed comments forms, and sent letters and emails. Your generous contributions, commitment, and insights are inspiring, and have had a significant influence on this plan.

TABLE OF CONTENTS

Executive Summary.....	i
1.0 Introduction.....	1
1.1 Context and Purpose of Project	1
1.2 A Plan Based on Values	1
1.3 Guiding Statements.....	4
1.4 Planning Process	5
1.6 Trends.....	10
1.7 Related Documents.....	12
1.8 Views of the Community	16
1.9 Format of Following Sections	31
2.0 Parks and Open Space.....	32
2.1 Park Types.....	32
2.2 Parkland Supply	36
2.3 Trails and Greenways	43
2.4 Environment.....	49
2.5 Community Beautification	52
2.6 Park Design and Development.....	53
2.7 Cemetery.....	55
3.0 Outdoor Recreation Facilities	58
3.1 Sports fields and Ball Diamonds	58
3.2 Urban Agriculture	63
3.3 Dog Off-leash Areas.....	67
3.4 Courts	69
3.5 Playgrounds and Spray Parks.....	71
3.6 Youth Parks	72
3.7 Equestrian Facilities	74
3.8 Other Park Facilities.....	75
4.0 Indoor Recreation Facilities	78
4.1 Aquatics	83
4.2 Arenas.....	87
4.3 Fitness/Wellness Facilities.....	90
4.4 Indoor Multi-purpose and Social Facilities.....	92
5.0 Target Populations.....	97
5.1 Seniors.....	97
5.2 Youth and Young Adults	100
5.3 Children.....	104
5.4 Hard to Reach	105
5.5 First Nations	108
6.0 Arts, Culture and Heritage	111
6.1 Events and Festivals	111
6.2 Public Art.....	114
6.3 Museums	116
6.4 Heritage Sites and Buildings	118
6.5 Cultural Facilities.....	119
7.0 Service Delivery.....	122
7.1 Community Development and Community Capacity Building	122
7.2 Roles and Responsibilities	125
7.3 Staff Structure and Resources	127
7.4 Partnerships.....	129
7.5 Recreation and Cultural Programs	132



7.7 Neighbourhood Development.....	135
7.8 Communications and Marketing.....	139
7.9 Tourism	141
7.10 Joint Delivery.....	144
7.11 Operations.....	146
7.12 Sustainability	149
8.0 Implementation and Funding	151
8.1 Phasing and Costs	151
8.2 Funding Sources	153
8.3 Measurement Tools	154
8.4 Next Steps	157
Appendix A: Existing Parks.....	158
Municipal Parks.....	158
Community Parks.....	159
Neighbourhood Parks	160
Appendix B: Sample Implementation Schedule	163
Appendix C: Acronyms	163

Maps in Appendix:

Map 1: Spatial Analysis of Parkland

Map 2: Existing and Proposed Parks and Trails (3 Maps)

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, 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**.

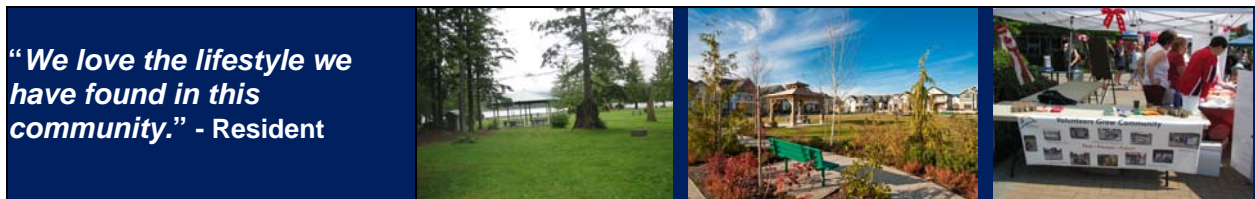
Vision

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.

“Besides conservation space and active recreation, we need spiritual passive park space for citizens to gather and enjoy.” - Resident



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 as a general guideline: <ul style="list-style-type: none"> • Municipal parkland – 1.8 ha/1,000 population • Community parkland – 1.3 ha/1,000 population • Neighbourhood parkland – 0.9 ha/1,000 population • Total – 4 ha/1,000 population

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). • Acquire additional open space land, including riverfront, other areas with environmental values, heritage properties, and other unique properties, as opportunities arise. • Do not divest of any municipal land in Thornhill until there is an Area Plan.
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"> • Provide additional staff and resources for trail maintenance and for coordination of volunteer trail maintenance groups.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Work with Planning and Engineering Departments to plan and encourage the building of bike lanes and sidewalks/paths as part of roadworks projects. • Continue to work closely with Metro Vancouver, Experience the Fraser, and other organizations on implementation of the greenways strategy, “blueway” corridors, 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 displays prior to their development. • 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. • Ensure that all park design and development respects environmental resources, including watersheds and aquifers, a particular concern in Thornhill. • 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, 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.
Management	<ul style="list-style-type: none"> Identify and evaluate options for Pitt Meadows in relation to participation in the Maple Ridge Cemetery or some other memorial opportunity, e.g., a Pitt Meadows cemetery or memorial garden.
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.

Sports Fields 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 Development	<ul style="list-style-type: none"> Continue to completely upgrade one grass field per year. 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 sharing 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.

***“Community Gardens – Growing Together.
Gardens foster healthier, more socially
responsible communities.”***
- A Seat at the Table



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.

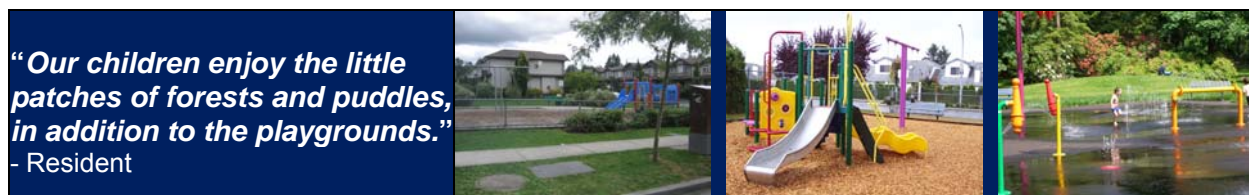
Courts

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.

Equestrian Facilities

Land Acquisition	<ul style="list-style-type: none"> • Acquire the private lands adjacent to the Equi Sport centre and the North Alouette Greenway to support equestrian opportunities and a trail staging area.
Capital Development	<ul style="list-style-type: none"> • Link equestrian facilities with equestrian trails.
Management	<ul style="list-style-type: none"> • Encourage and support the North Fraser Therapeutic Riding Association in the development of a facility at the fairgrounds site.

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.
Advocacy / Facilitation	<ul style="list-style-type: none"> Encourage and support the RCKC in their efforts to build a new centre at Whonnock Lake.

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. Begin planning related to an aquatic facility in the future service centre on the east side of Maple Ridge.
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.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Explore opportunities for acquiring access to use of the Walnut Grove pool for MR/PM competitive swimmers.

“Our young athletes need to access our aquatics centres without private transportation.” - Resident



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. • 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. • Encourage development of the site adjacent to Memorial Park to include a flexible public assembly space on the ground floor opening onto the park.

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.
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, including opportunities for intergenerational interaction..
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

Process/Planning	<ul style="list-style-type: none"> • Ensure that facilities for youth are provided in the future service centre on the east side of Maple Ridge.
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. • Provide services of interest to 18 to 25 year olds.
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. • Support opportunities for families and intergenerational interaction in association with services for children. • 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.

"This should be a vibrant community where young families would like to live and where they and their children will find the facilities and the services that meet their needs."

- Resident



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.

First Nations

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 First Nations Friendship Centre. • Work with Katzie to encourage transportation authorities to provide better public transit to the Katzie reserve. • If First Nations are planning land development, encourage them to adhere to some of the primary values and objectives in this Master Plan, particularly protection of the riverfront for public use, and provision of parks, recreation and trails for the community. • Establish connections and work with the new Aboriginal Cultural Society.

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. • Explore the concept of a museum combined with an Aboriginal people's cultural centre.

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 Heritage Hall. • When a new community multi-purpose centre is developed in Pitt Meadows, incorporate the needs of the local arts and culture communities. • Improve technology at the ACT in the future as needed.
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.
Management	<ul style="list-style-type: none"> • Assess future capital replacement needs at ACT, prepare a long-term capital development plan, review fundraising requirements, and identify fundraising responsibilities.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Work with the Arts Council on a new business plan for arts and culture in the community.

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, • managing P3 contracts and arena operations, • children's and youth services (manager and part-time coordinator), neighbourhood development,

	<ul style="list-style-type: none"> • 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).
--	---

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.
Capital Development	<ul style="list-style-type: none"> • Partner with neighbourhood groups on the development of community spaces, e.g., improvements to Albion Hall.
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.

Tourism

Strategic Objectives	<ul style="list-style-type: none"> • Support increased 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.

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).
-------------------	---

“Support strategies leading to a greener lifestyle –community gardens, trails, bicycle paths, neighbourhood parks” - Resident



Implementation and Funding

Phasing and Costs

It is recognized that implementing many of the recommendations will require the commitment of significant resources and that these commitments must be considered in relation to other municipal needs. A sample implementation schedule is attached to this plan (see Appendix B), however the ultimate schedule will be established by Maple Ridge and Pitt Meadows during their business planning cycles. The phasing schedule is based on thirteen criteria.

Funding Sources

Much of the funding for parkland acquisition and park development in Maple Ridge and Pitt Meadows is derived from development cost charges and parkland acquisition funding. Some revenue from general taxation is also used each year. Funding to accommodate population growth and an associated increase in services is accommodated in the current five year plan for Parks and Leisure Services. The implementation schedule in this plan requires funding beyond these sources to proceed. Most of these are anticipated to be funded through general taxation and user fees. The Maple Ridge Museum would require some level of senior government funding.

Some of the larger projects in the plan anticipate borrowing, which would require special approval. The sample implementation schedule assumes such approvals would be obtained, and anticipates tax increases in each of the two communities in order to implement the plan.

Measurement Tools

The plan identifies measurement tools that relate to the values and objectives of the Master Plan, and are within the capacity of PLS to implement. Most of them are already used, and they are effective in measuring accomplishments in relation to the values.

Next Steps

The next steps in implementation will be amending the MR and PM OCPs to incorporate new Parks, Recreation and Culture Master Plan provisions. If there are significant changes, a full or partial update of this plan may be required in five years, rather than waiting the entire 10 years.

1.0 INTRODUCTION

1.1 Context and Purpose of Project

In the late 1980's and early 1990's, Pitt Meadows and Maple Ridge prepared separate Parks, Recreation and Culture Master Plans. Both plans recommended the investigation of a joint service delivery model between the two communities, and such an agreement was struck in 1994. In 2001, the first joint Master Plan 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, 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.

Some of the objectives were as follows:

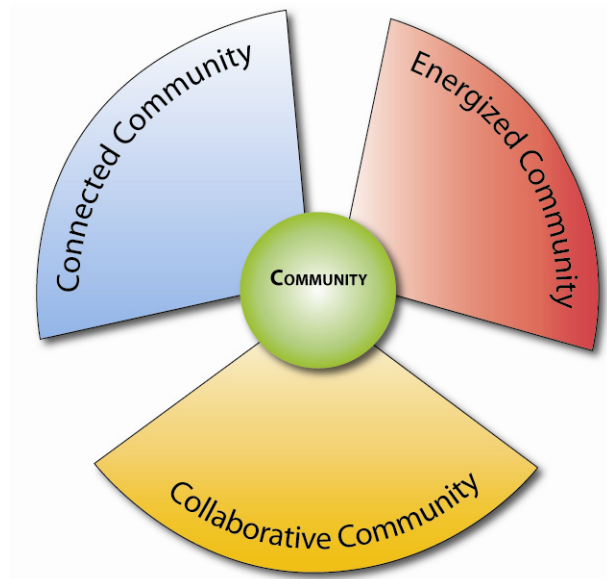
- Prepare a clear vision and concise strategic goals to guide future decisions.
- Identify the benefits achieved through parks, recreation and culture.
- Assist in defining the roles and responsibilities of each service provider in the overall delivery system now and in the future.
- Prepare strategies and recommendations within the umbrellas of parks, recreation, culture, community development, capital and operational financing, and organizational structure.
- Review and provide recommendations regarding the joint service delivery system between the two communities.
- Provide a measurement tool for evaluation and decision-making.

1.2 A Plan Based on Values

Maple Ridge and Pitt Meadows are distinct communities, each having an individual identity and many natural, social and cultural assets. Together, through the Park and Leisure Service (PLS) Department, a wide range of parks and recreation facilities and services is provided, supporting active and healthy citizens. PLS has a particularly strong focus on building capacity in the community, supporting citizens in participation at a variety of levels.

In the process of preparing this Master Plan, extensive consultation with politicians, staff, other service providers, and the public, both user groups and interest groups, was undertaken. It became clear that this Master Plan should be based on the values expressed as being important to the broad community.

The values expressed by the public 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.



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

The following are examples of the values that fall within each of the categories; of course there are overlaps in that some values might occur in more than one category.

Connected Community

- This relates to the interactions people have with each other. The following are some of the underlying values related to a Connected Community:
 - We encourage and support a sense of social well-being and a sense of belonging.
 - We thrive on diversity, and we support inclusiveness by making all feel welcome and able to participate. Inclusiveness means: intergenerational, multicultural, and those with a range of abilities and financial means.
 - We assist in building strong networks to encourage group and agency collaboration.
 - We support volunteerism and leadership development due to the multiple individual and community benefits.
 - We invite public input and strive to hear, understand, and act upon the needs expressed in our community.

Energized Community

- This relates to people being active and engaged in their community. The following are some of the underlying values related to a Energized Community:
 - We encourage and support health and wellness, and active living.
 - We ensure physical accessibility to minimize barriers to participation.
 - We support our citizens in engagement and participation as tools towards skill development and self-empowerment.
 - We provide diverse opportunities, hoping to instil enthusiasm, passion, and enchantment.
 - We model and encourage stewardship and community pride.
 - We model and share the values of creativity, awareness, and forward-thinking.

Collaborative Community

- This relates to people working with each other towards a common goal. The following are some of the underlying values related to a Collaborative Community:
 - We believe in efficiency, accountability, and coordination.
 - We are committed to cooperation, leading to integration for the greater good.
 - We value our partnerships, sharing, and social entrepreneurship.
 - We engage in capacity-building in order to nurture leadership.
 - We model and encourage contributing, listening, respect, transparency, and openness.

At the beginning of each major section relating to parks, recreation and culture, the values graphic illustrates examples of the values inherent in the topic of that section.

1.3 Guiding Statements

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 the natural and rural 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.

“This plan is comprehensive, yet easy to read and understand; realistic, but visionary.”
- Resident



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.

Overall Strategic Objectives

The following are overall strategic objectives relating to the Master Plan as a whole; there are also more specific strategic objectives for each main topic within the Master Plan:

- To create safe and supportive environments for social interaction by increasing opportunities for connection at the community and neighbourhood levels,
- To meet a broad range of basic recreation needs of community residents, based on residents' priorities,

- To support appreciation of and engagement in arts and culture within the community through increased accessibility and exposure, recognizing its importance in building community identity.
- To encourage positive lifestyle choices that lead to a healthy, active community,
- To increase awareness of and equitable accessibility to programs and services for people of all ages, abilities, and financial means,
- To invest in the social and physical skills development of all residents,
- To provide indoor and outdoor recreation and cultural facilities that serve a broad range of active living needs,
- To preserve natural and cultural heritage assets, and to support stewardship of these resources,
- To provide for community growth and changing demands in all areas of planning,
- To provide opportunities that contribute to building individual and community capacity,
- To provide community development opportunities and support the development of networks and their connections to each other,
- To build upon effective and valued partnerships and strategic alliances with other service providers in a coordinated and collaborative system of provision of facilities and service delivery,
- To provide recreation services that complement rather than compete with any private and non-profit services,
- To improve the infrastructure for more active transportation in order to increase the physical connectivity and accessibility of neighbourhoods, parks and facilities, and to help meet sustainability goals for the community, and
- To be aware of the needs in the community through effective consultation processes and research.

1.4 Planning Process

The planning process involved four phases as illustrated on the following page. The primary consultation methods included:

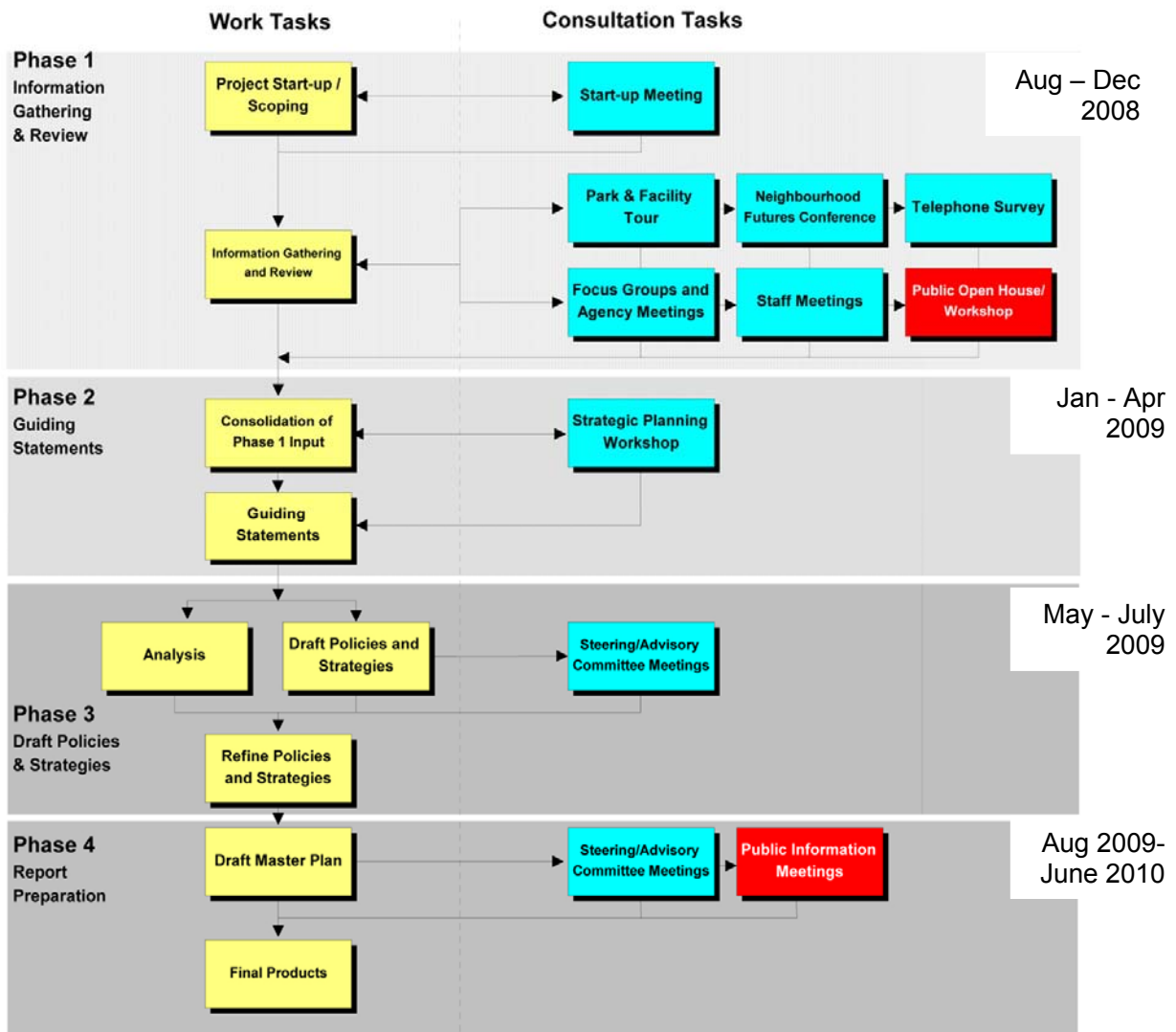
- Random telephone survey conducted in November and early December 2008 - 800 telephone interviews were conducted with a randomly selected sample of Maple Ridge and Pitt Meadows residents, aged 18 or older (Points West Consulting Inc.),
- Focus group meetings on the following topics, with a variety of groups invited to each meeting, where applicable:
 - Park and open space: outdoor recreation; field users; environment; community gardens;
 - Recreation and culture: arts, heritage, festivals; aquatics; wellness; ice users; minor hockey; gym users;
 - Special populations: youth/child; seniors; SPAC and other social services; Hard to Reach; Katzie.

- Public workshop – October 6, 2008,
- Neighbourhood Futures Workshop – January 29, 2009
- Strategic Workshop March 12, 2009 – with Maple Ridge and Pitt Meadows Councils, School District Board, Parks and Recreation Commission, PLS Managers

“The Neighbourhood Futures Workshop was very good, opened eyes and opportunities to all the volunteerism in our community.” - Resident



- Interviews with School Board #42, Metro Vancouver, Katzie First Nation, Arts Council, operators of both arenas.
- Numerous workshops with groups of staff in management, and various facilities and services, including a workshop with senior staff from multiple departments in each municipality separately.



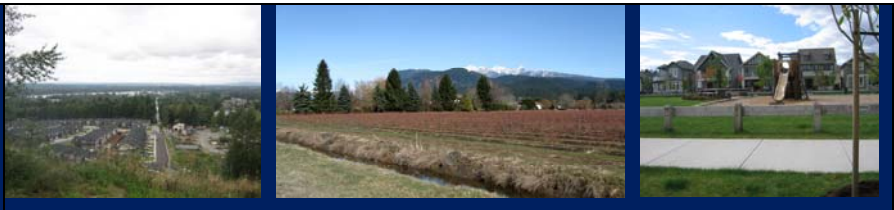
1.5 The Community

Local and Regional Context

Maple Ridge and Pitt Meadows are located on the north bank of the Fraser River, bounded by the Pitt River to the west and the Stave River to the east. Maple Ridge (265.79 sq. km) and Pitt Meadows (85.38 sq. km) occupy a combined land base of 351.17 sq. km. Much of this area is relatively undeveloped, with great potential to provide recreation opportunities. Golden Ears Provincial Park, Malcolm Knapp Research Forest, and a number of regional parks add to the supply of outdoor recreation opportunities.

Both municipalities have experienced rapid growth over the last few decades. The growth has increased the urban segment of the communities, however many of the inhabitants still retain their agricultural roots. The improved access to the communities, with the completion of the Golden Ears Bridge and replacement of the Pitt River Bridge, may accelerate population growth.

“It has always amazed me that so little river frontage is dedicated to public use, so I’m pleased by your efforts.”
- Resident



Demographics

The Community Profile Snapshot 2009: Maple Ridge, Pitt Meadows, Katzie, undertaken under the auspices of the Maple Ridge/Pitt Meadows/Katzie Building Community Solutions initiative, a project that began with support from the United Way of the Lower Mainland, provides comprehensive and current information on the communities.

The following is a summary of key findings:

- The significant growth experienced in the three communities in the period 1996-2001 has abated, but moderate rates of population growth continue to challenge municipal, health, social, and other service providers.
- The nature of the population is changing. Although numbers continue to increase in each age-based cohort, the communities' population is aging. The percentages of the population aged 0 to 5 and 6 to 12 are decreasing, and the age group 13 to 18 is relatively stable. The population cohort aged 65 and over, on the other hand, is growing at an apparently unprecedented rate. The demand for seniors' housing is anticipated to increase as the population ages; it has increased over the past several years, resulting in seniors' precincts in some areas.
- Preventive services for children and youth have received considerable attention in recent years, with youth agreements and youth justice services offering innovative supports to at-risk youth.
- There has been a decrease in the percentage of lone parent families, a decrease in the percentage of recent immigrants, and a decrease in the percentage of low-income families. These decreases in rates, however, are complicated by an increase in the absolute numbers of these populations. Trends such as these will present service providers with significant

challenges as they plan and deliver their services for a population that is both growing and changing.

- Although the percentage of families living with low incomes is decreasing, many residents continue to be financially distressed. Food bank use remains high, with families and children being the prime users. Changes in provincial regulations have resulted in a decrease in the percentage of both adult and juvenile residents in receipt of Income Assistance. Child poverty, however, remains high in Maple Ridge (British Columbia continues to experience the highest rates of child poverty in the country) and the increasing rate of reliance on Employment Insurance may be related to the decreased availability of Income Assistance. Accessing affordable rental housing remains difficult for many residents.
- Although many residents continue to face many challenges, others are experiencing improvements in their financial circumstances. The percentage of residents owning their own homes has increased significantly during the last decade, though the percentage of homeowners spending more than 30% of household income on major payments has also increased. Gaining access to social housing remains a problem for various members of the community, including seniors, families, single adults, and persons with a disability. And, as in other areas of Metro Vancouver, homelessness is an increasing challenge in the Maple Ridge Local Health Area. Statistics indicate that the rate of homelessness has more than doubled since 2005 and that the use of shelters continues to be high, for both adults and youth.
- Several statistical indicators suggest significant changes in the health of the communities' residents. The rate of live births to teens is plummeting, as is the teen pregnancy rate. Curiously, although the rate at which residents are purchasing alcohol through government liquor stores is falling, the rate of deaths due to both alcohol and drugs is growing.
- Indicators relating to participation in community life suggest a healthy rate of volunteerism.
- The rate at which public schools are being used by the community outside school hours appears to be declining.
- Significantly, the statistics indicate that the three communities are generally safe, experiencing low rates of spousal abuse, serious violent crime (including serious violent crime involving youth), and only moderate levels of serious property crime and motor vehicle thefts.

The following are some key statistics for each of the three communities:

Maple Ridge

- Between 2001 and 2006, the population increased 9.2%, from 63,169 to 68,949. The estimated 2009 population is over 74,000.
- In 2005, the median family income was \$78,024.
- In 2006, 17.9% of children and youth aged less than 18 lived below the poverty line.
- There has been an increase in the category of multi-family households with a 26.1% change. This is well above the BC average change of 7.7%.
- The number of residential unit building permits has dropped from a high in 2006 with 1,234 units to a slower rate of growth with 671 units in 2007.

Pitt Meadows

- Between 2001 and 2006, the population increased 6.5%, from 14,670 to 15,623. The estimated 2009 population is about 19,000.
- In 2005, the median family income in Pitt Meadows was \$74,253.
- In 2006, 14.6% of children and youth aged less than 18 lived below the poverty line.
- There has been a large increase in the category of multi-family households with a 145.5% change. This is well above the BC average change of 8.3%.
- The number of residential unit building permits has dropped from a high in 2005 with 479 units to a slower rate of growth with 219 units in 2007.

Katzie

- Between 2001 and 2006, the population increased 27.3%, from 224 to 246.

Kwantlen First Nation

- The Kwantlen First Nation has reserve lands in Maple Ridge, however there are no residents. This First Nation could become another “community” in the future if their lands are developed and members relocate here.

1.6 Trends

Constant change makes it important to be aware of trends affecting parks, recreation and culture, so service delivery can adapt accordingly. The following are some of the key trends:

Demographics

- The growing population will continue to place pressure on existing facilities, and demand for more parks and facilities will increase. Maple Ridge is estimated to continue growing at about 1.9% annually. Pitt Meadows is also anticipated to grow at that rate until it reaches its maximum population of 21,000.
- Baby boomers will continue to be active and place a high demand on services. Their desired activities are shifting from strenuous physical activities to lower impact and/or culturally-based activities. To help the aging population stay active, parks and facilities will need to offer opportunities based on low-impact activities and health consciousness.
- The decreasing children’s population could result in the closure of more elementary schools, along with possible loss of youth access to school facilities and parks. Planning will need to ensure adequate, appropriate programs remain available for children.
- Accessibility and affordability of recreation will remain important as budgets continue to tighten.
- Cultural diversity will likely increase as the population grows, offering benefits and challenges. Recreation that reaches all ethnicities and cultures has the capacity to break down cultural barriers and encourage community harmony.

- Heavy work demands, particularly for commuters, means that parents are interested in having more supervised opportunities available for children and youth, including outdoor experiences.
- Increasing urban densities are placing more demands on parks and facilities, particularly in inner city areas, as residents live in smaller, multi-family dwellings such as townhomes, condos and apartments, with less direct access to the outdoors.

Public Interests

- People are increasingly interested in maintaining healthy lifestyles as a means to prevent disease and to stay physically and emotionally healthy. This has implications for all parks, recreation and culture services.
- The spiritual and social values of parks are becoming more recognized; these acknowledgements and attachments create lifetime users. People are looking for meaning in their lives and are searching for answers by reconnecting with nature and with their neighbours.
- Recreation is becoming more widely recognized as a tool for social change. There is growing interest in using recreation programs and services to counter the disadvantages experienced by people with low incomes and people with disabilities; to reduce crime and youth crime; to reduce risk factors for youth at risk and to break down ethnic divisions.
- Residents are interested in having access to recreation facilities in their neighbourhood, with walkway and bikeway connections, and opportunities for social interaction.
- People are looking for services that meet their individual needs, that can be accessed any time of the day or week, involving less time and commitment. Facilities that have drop-in programs that appeal to a wide range of age groups have the advantage of being used throughout all times of the day and week.
- The health of the environment ranks high on the list of priorities for residents. The public is expecting to see energy consciousness, conservation and environmental sensitivity in operations and planning.
- Trail connections are a high priority for recreation and alternative transportation.
- Citizens are interested in becoming directly involved in stewardship of their outdoor spaces.
- Urban agriculture is growing in popularity as people take more interest in locally grown food and in gardening.
- There is growth in the numbers of dogs, possibly in relation to the social and health benefits of dog ownership, increasing demands for dog off-leash areas in parks.

Service Delivery

- Much of the infrastructure is aging because it was installed several decades ago. There is an infrastructure deficit throughout the country causing significant competition for infrastructure funding from senior levels of government.
- Budget pressures have resulted in reduced funding for programs, facilities and operations in relation to population and demands.

- Multiple recreation levels and services are being integrated with multi-use facilities. These quickly become community hubs, but also require extensive planning and large capital investments. Facilities that include public health, libraries, and community services are being combined with recreation, providing multi-service centres. Such facilities require a broadened scope of partnerships, with recreation facilities linking to partners in health, justice, education, community and social services, and the corporate sector.
- There is increasing interest in ensuring that all citizens have access to parks, recreation and culture services regardless of physical ability, age, economic circumstance, ethnicity, gender or interests.
- The role that technology needs to be taken into consideration when conveying information to the public. Where people previously spent time socializing and recreating in public places such as parks and squares, much social interaction and recreation now takes place via computers and other means of telecommunication.
- New and emerging technologies are available to support higher levels of use with fewer resources, e.g., automated water-efficient irrigation systems, synthetic sports fields that support increased field use.
- “Green” approaches to planning and facility development have become an expectation.
- Volunteerism has numerous benefits, however attracting and retaining volunteers is challenging.
- Partnerships at all levels, including community development, are increasingly being seen as a primary approach towards offering services while achieving numerous other benefits.

1.7 Related Documents

There are many plans and reports that relate to the Parks, Recreation and Culture Master Plan. These have been referred to in the preparation of the plan. The following are the primary relevant documents:

- The Maple Ridge Official Community Plan, 2006 – see more information below
- Pitt Meadows Official Community Plan, 2007– see more information below
- The Maple Ridge Town Centre Concept Plan, 2005
- Ridge Meadows Arts & Culture Policy and Plan 1996
- Maple Ridge Cemetery Master Plan, 2008
- Maple Ridge and Pitt Meadows Master Plan for Parks, Recreation and Culture, 2001
- Community Development, Parks & Recreation Services, Parks, 2008-2011 Business Plan
- Community Development, Parks & Recreation Services, Facilities, and Open Space, 2009 -2013 Business Plan
- Community Profile – Snapshot 2002 Maple Ridge, Pitt Meadows, Katzie
- Joint Parks and Leisure Services Agreement and Report to Council: Leisure Services Agreement Review

- School District Agreement: Master Agreement on Cooperation for the Joint Use of Public Facilities and Coordination of Services
- Maple Ridge and Pitt Meadows Parks & Leisure Services Operating Guidelines
- Regional Greenways Plan, Pitt Meadows & Maple Ridge Sector, Metro Vancouver, 1996 and then updated in 2005
- Pitt River Regional Greenway Concept Plan, after 2005
- Kanaka Creek Regional Park Management Plan, 2004

There are numerous other reports related to specific sites or facilities that were also used in the preparation of this plan. Some of these reports include: the proposed artificial turf sports field at Pitt Meadows Secondary School, Jackson Farm study, South Bonson amenity building and community centre, and a needs assessment for an aquatic centre in Pitt Meadows.

The Maple Ridge Official Community Plan

The Maple Ridge Plan Official Community Plan, prepared in 2006, addresses the mandate of PLS primarily in the section called Community Wellness Community and Cultural Services (4.1.2). With a strong focus on "...community development as a model to define, shape and deliver services in the community...", other objectives: "...foster connectiveness based on establishing and maintaining networks...", "...provide opportunities for citizens to contribute positively to the community through volunteering....leadership development and support...", "...support, develop and maintain community networks of service providers and community organizations...", "...respond to diverse community needs for affordable and appropriate recreation, leisure and cultural activities, programs and services", and "...provide a range of cultural and leisure facilities and services that meets the needs of the growing community".

The policies in this section address: cooperation with SPAC, the Fraser Health Region, Fraser Valley Regional Library Board, School District 42, and other government and community organizations; maintaining and enhancing the large network of trails and green space, festivals and community beautification; joint delivery of PLS services with Pitt Meadows; decentralization and integration of community services at the community and neighbourhood level; and implementation of the Parks, Recreation and Cultural Master Plan, the Maple Ridge / Pitt Meadows Sector Plan for the Regional Greenways System, and the Ridge Meadows Arts and Culture Policy and Plan.

Other sections which address PLS services include the following:

- Community Character and Sense of Place (3.1.2) – “residential neighbourhoods are places where people connect and develop a sense of community”, “...,public gathering spaces in and around community nodes”, “...landscape nodes that integrate nature into neighbourhoods and enhance liveability”, “...interconnecting roadways, bicycle paths, and pedestrian links...”, and “...encouraging public spaces that offer opportunities for community interaction”.
- Social Sustainability (4.1) – “unique and enjoyable communities and places are created through community improvements, quality design, less obtrusive signage, pedestrian friendly environments, accessibility and viewsapes”, “culture and recreation are vital components of a

healthy community”, “providing access to nature by way of a trails system is important as a means to optimize recreational resources in an environmentally friendly way”.

- Institutional (4.2) – “components of the built and natural environments contribute to the character of Maple Ridge and sense of community...”, “small scale or locally serving institutional facilities that can be located throughout the community include: schools, community halls, parks and recreation facilities, museums...”.
- Environmental Management Model (5.2) – this section promotes an ecological planning approach through an environmentally sustainable management model including: identification and documentation of ecosystem boundaries, watershed areas, environmentally sensitive areas, and hazard areas. The goals include: protecting significant ecosystems, addressing and responding to climate change, and maintaining and improving ecosystem health and human safety. Policies include protection through designation of Conservation areas, regional parks, and municipal parkland.
- Cyclists (7.4) – “...integrate cycling into the broader transportation plan...”, “...encourage and promote a network of cycling routes...”.
- Pedestrians (7.5) – “...provide a safe, accessible and hospitable pedestrian environment in higher density and key pedestrian areas..”, “...promote universal accessibility throughout the District...” “...encourage pedestrian routes that link local destinations and neighbourhoods...”, “support the development of a major pedestrian trail network...”.
- Multi-Use and Equestrian Trails (7.6) – “...support the establishment and maintenance of a multi-use and equestrian trail network in partnership with trail users”, “...recognize that multi-purpose and equestrian trails are important to community health and sustainability”, “...maintain and update as required, a working map of multi-use and equestrian trails which will reflect as accurately as possible the existing trail network”.

Pitt Meadows Official Community Plan

The Pitt Meadows Official Community Plan, prepared in 2007, addresses the mandate of PLS primarily in the section called Community Uses (4.5). This section discusses the importance of community uses to the social fabric, meeting society’s needs for “education, health, religion and culture”. The plan promotes cultural and recreation facilities within the Civic Centre to “...cultivate a dynamic relationship between the different facilities and the users that will enliven the city centre...”. Proposed projects within the Civic Centre include a seniors’ recreation pavilion, a civic square for “gatherings, civic events, celebrations, and informal recreation”, and a library expansion. The OCP recognizes that school enrolment is decreasing and that an additional school could close. Policies include: “maintain a close, collaborative relationship with the School Board to maximize the use of school facilities and services for the benefit of the community” and “recognize and support the role of schools as neighbourhood focal points and social centres”.

Other sections which address PLS services include the following:

- Protect the Green Zone (3.1) – Eighty-two percent of Pitt Meadows is within the Green Zone; most is within the Agricultural Land Reserve, with other areas including regional parks, the river side of the dikes, and municipal parks and greenways. The OCP supports the protection of the Green Zone, with policies including: “...lands designated as environmentally sensitive areas are

intended to be protected in their natural state...”, continue to work with Metro Vancouver “to acquire land on the riverside of the dikes, especially along the Pitt and Fraser Rivers for recreation and environmental conservation...”, “...applying land use designations such as “park” and “open space” for the protection of natural areas.

- Pedestrian and Bicycle Networks (4.9.3) – the City has an extensive trail/cycle network utilizing the dikes on the Fraser River, Pitt River, and Alouette Rivers, as well as bike paths on more of the major arterial roads per the Bicycle Network Plan. Proposed trails include: a trail from Airport Way to Hammond Road as part of the Golden Ears Bridge project, and a second section along Airport Way.
- Pedestrian and Bicycle Networks (4.9.3) – policies include “safe, linked and convenient pedestrian circulation shall be a key consideration of approval of all new developments in the Town Centre”; “...facilitate opportunities for cycling” in road design projects and requiring bicycle parking and end of trip facilities; implement a “trail network plan that connects residential and commercial areas with parks, community facilities and regional greenways”, “...ensure that all road infrastructure accommodates the needs of pedestrians and cyclists...”.
- Development Permit Area No. 1 – Environment and Wildfire Protection Area – includes policies for stormwater infiltration in new developments.
- Development Permit Area No. 3 – Outdoor Recreation – includes policies to protect agricultural lands from the impact of outdoor recreation uses, including: “outdoor recreational uses should minimize the impact to habitat areas and the existing vegetation”, “outdoor recreational uses should minimize fertilizer implementation and irrigation demands”.
- Development Permit Area No. 9 – Multi-family Development – includes policies for landscaping and recreation spaces, including: “neighbourhood park recreation space should be available within a ten minute walking distance, or approximately 0.6 kilometres of a development. Development proposals outside of this 10 minute walking distance will need to provide recreation space for pre-school aged children”. Guidelines for this recreation space are provided.

Previous Master Plan Implementation

The 2001 Master Plan for Parks, Recreation and Culture included 176 recommendations: 82 of these have been fully implemented, and 33 are partially implemented or are in progress. Conditions and priorities have changed, and the implementation of some recommendations has been limited by economic conditions.

Topic Area	# of Recommendations	Achieved	Partially Achieved or in Progress
Evaluation of Services	12	6	2
Enhanced Community Development Approach	30	16	7
Communication and Marketing	13	1	2
Enhanced Leisure Education and Counselling	5	2	
Staff and Organizational Development	10	3	3
Enhanced Services for Youth	5	4	
Applying Technology in Management, Information and Communications	20	13	1
Planning the Open Space System	4	2	
Linear Linkage Acquisition	21	6	7
Neighbourhood Parks	10	2	2
Other Parks Acquisition and Development Initiatives	36	20	9
Facility Initiatives	10	7	0
Total	176	82	33

1.8 Views of the Community

This section provides a summary of community input from three different sources:

- A random telephone survey of MR and PM residents conducted in November and December of 2008 for the purpose of this Master Plan,
- A community group survey sent in 2009 to 47 non-profit community groups that PLS supports; this survey is conducted every 2 years,
- Focus groups, a Neighbourhood Futures Workshop, and several major workshops facilitated by the Master Plan consultants, for the express purpose of this Master Plan.

Random Survey

A random telephone survey of 400 Maple Ridge residents and 400 Pitt Meadows residents was completed between November 21 and December 6, 2008 by Points West Consulting Inc. In order to provide tracking data, the 2008 survey instrument was designed to closely resemble a previous survey that was produced for PLS in 2005. A few additional questions were added to address specific topics for the Master Plan. The following are the highlights of the 2008 survey (refer to the full document for more detail):

- There has been a significant increase in the use of **parks** (81% of area households in 2008 compared to 62% in 2005 and 68% in 2002), **trails and dyke trails** (76% in 2008 compared to 62% in 2005 and 68% in 2002), the **Maple Ridge Leisure Centre** (67% in 2008 versus 63% in 2005 and 59% in 2002), the **Maple Ridge Public Library** (64% in 2008 versus 52% in 2005 and

57% in 2002) and the **Maple Ridge Arts Centre Theatre (ACT)** (49% in 2008 compared to 33% in 2005),

- **Overall satisfaction** with the parks and recreation programs and facilities is high, but it has decreased from 2005 yet remained the same as 2002 (80% “Excellent”/“Good” this year compared to 86% “Excellent”/“Good” in 2005 and 80% in 2002).
- The high satisfaction with parks and recreation services is consistent in both communities.
- There has been a **decrease** in satisfaction with: **appearance** of parks and recreation facilities 80% “Excellent”/“Good” in 2008 compared to 86% “Excellent”/“Good” in 2005 and 83% in 2002), parks and recreation facilities being **easy to get to** (81% “Excellent”/“Good” in 2008 compared to 87% “Excellent”/“Good” in 2005 and 82% in 2002), and **safety** in parks and recreation facilities (74% “Excellent”/“Good” in 2008 compared to 81% “Excellent”/“Good” in 2005 and 73% in 2002).
- There are similar rates of **volunteerism** in both communities as in the past (33%); those who say they have volunteered between 1 and 24 hours during the past 12 months has risen slightly each year (41% in 2008 compared to 39% in 2005 and 37% in 2002).
- More than three-quarters (85%) of Maple Ridge and Pitt Meadows residents report that someone in their household has **used** a District/City park, sport and recreation/cultural facility or program over the past 12 months.
- Households who have **not used** these programs or facilities over the past 12 months offer a variety of reasons for not doing so. The main reason mentioned is “Working/Too Busy/Lack of Time” (29%).
- When asked to name the primary cultural, sport or recreational activities that they personally **participate** in, residents named the following top five: Walking/Hiking (39%), Swimming (22%), Theatre/Arts/Dance/Crafts (11%), Recreation or Leisure Centre/Community Centre (10%), Hockey/Skating (10%).
- **Top tier facilities** are Parks (81%), Trails and Dyke Trails (76%), and the Maple Ridge Leisure Centre (67%).
- **Second tier facilities** are the Maple Ridge Public Library (64%) and Maple Ridge Arts Centre Theatre (49%).
- There are similar **overall use levels** in Maple Ridge and Pitt Meadows, although residents tend to use parks and recreation facilities situated in their own community more often.
- The following were indicated as **unavailable** facilities in Pitt Meadows: Aquatic Centre, artificial turf field.
- The following were indicated as **unavailable** facilities in Maple Ridge: Theatre/culture/arts (“theatre” may have been interpreted as a movie theatre in order to produce this result).
- There is a high **willingness to pay** additional taxes to support the provision of additional facilities or programs (47%), with 41% of these respondents willing to pay an additional \$20.00 to \$40.00 per year.
- The top specific areas indicated as **needing protection** include: Dyke (4% in MR; 44% in PM), Agriculture/farming areas (17% in MR; 8% in PM), Parks/Trails (19% in MR; 5% in PM), Jackson Farm (9% in MR; 12% in PM), Water and Streams (7% in MR; 14% in PM).

- 84% of Maple Ridge and Pitt Meadows residents are satisfied with the **range** of parks and recreation activities offered; 80% of Maple Ridge and Pitt Meadows residents are satisfied with the **quality** of parks and recreation activities offered.
- The satisfaction with the **maintenance** of parks and recreation facilities is 76% rating it excellent/good.
- One-half (50%) of Maple Ridge and Pitt Meadows adults (18+) say they engage in vigorous physical activity or exercise for a period of 30 minutes or more, 4 or more times per week.
- Over half (60%) of Maple Ridge and Pitt Meadows school-age children (younger than 18 but old enough to go to school) engage in vigorous **physical activity** or exercise for a period of 30 minutes or more, 4 or more times per week.
- There is a **low awareness** of many services offered by PLS (community special events – 33% unaware, volunteer programs – 53% unaware, youth leadership programs – 63% unaware, programs for clients with special needs – 68% unaware, Participation program – 77% unaware, neighbourhood development – 81% unaware).

Community Group Survey

The survey of community groups is conducted every two years, with 2009 being the fourth implementation of this survey. The survey includes 14 questions that ask groups to rate how important each type of support is, and how well PLS is performing that service. Both importance and performance are ranked between 1 (being low) and 4 (being high), and the average of all responses is calculated for each category.

Over the past several years, the department's work has focused on methods of improving the assistance provided to community groups with their planning, goal setting, and providing opportunities for volunteers and board members to further develop their skills. This was an identified need in the 2003 and 2006 surveys and the response from the groups that have participated in these sessions has been very positive.

In the 2009 survey, services that groups identified as being most important are:

- Affordable access to facilities (3.24 / 4),
- Connecting with other community groups with common goals (3.24),
- Assistance with accessing technical expertise (3.19),
- Assistance with promotional efforts (3.19), and
- Being informed about projects and services that impact their group (3.19).

To determine how well each service area is being provided, the level of performance for each service area was subtracted from the level of importance, to measure the gap between the two. A large gap identifies where staff should focus future planning in order to improve service to groups, and a small gap identifies areas where services are providing a level of support that aligns with the level of importance that groups place on that support.

The largest gap between performance and importance, where there is room for improvement, was for:

- Providing or assisting groups with accessing technical expertise (0.38),
- Assisting with promotional efforts (0.33),
- Mentoring and assisting with long term planning and goal setting (0.33), and
- Offering affordable access to facilities (0.29).

The smallest gap between performance and importance, where staff is meeting needs, was for:

- Providing supplies and equipment resources. (+0.05),
- Hosting informative workshops. (0.05),
- Providing mentorship, advice, and assistance in problem solving. (0.14), and
- Feeling informed about projects or services that impact their group. (0.14).

Focus Groups

The format for most of the focus groups included brainstorming on strengths, challenges and vision/objectives. The following is a high level consolidation of the focus group input, followed by a summary of the input of each group.

Key Strengths

- Maple Ridge and Pitt Meadows are loved for their **natural assets**; the Fraser River, creeks, forests, wetlands, meadows and agricultural land. There is similar appreciation for the diversity of parks, trails, heritage resources, and park facilities, which support a broad range of outdoor recreation activities, from local to regional level opportunities.
- Parks, Recreation and Culture (PRC) **staff** were frequently noted as being quality people dedicated to their work and supportive of the endeavours invested by community groups in their quest for building, nurturing and sustaining a high quality of recreational and life experience for citizens of the area.
- **Groups** wish to provide a meaningful contribution to the sense of community. They have historically rallied to ensure the citizens receive more; there is powerful belief in volunteerism for bettering the community, accompanied by concerns about volunteer burn-out and limitations on resources.

- **Current PRC** program offerings, direct facility management and facilitation services are **appreciated**.
- The **relationship** between **PRC** and the **School District** is valued and recognized as being an important tool for accomplishing mutual objectives.
- PRC is appreciated for its recognition of and support for **social and community development**, including the programs such as neighbourhood seed grants and community gardens.
- The area has a strong vitality, as expressed by the diversity and number of **festivals** and **special events**.
- The **joint delivery** system has worked remarkably well, providing efficiencies and more specialized resources and expertise than would otherwise be possible; the public don't perceive a boundary between the municipalities in terms of recreation services.

Key Challenges

- There is a sense 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,
 - operations of indoor and outdoor facilities.
 Some specific examples include:
 - lack of connectivity in the trail system;
 - need for improvements and increased capacity at sports fields;
 - desire for assistance from PRC to support marketing, advertising;
 - reduced cost for ice;
 - subsidized ice time is too restricted;
 - pool space is too limited;
 - gym space is limited at customer-demand times;
 - social spaces are needed to support growing “communities” for different ethnic groups, and under-served populations.
- Both communities are linear in design, causing problems with **access** to facilities. **Transportation** is a challenge for those without cars, and those with them drive everywhere, partly due to the lack of alternative transportation opportunities.
- **Community groups** would like to have a more empowered, supportive **relationship** with **Councils** to see their efforts rewarded. They want PRC to be heard and supported as there is a view PRC supports their collective cause.

- **Volunteerism is suffering** from lack of promotion and acknowledgement of the numerous benefits of volunteering; groups would like assistance in recruiting so it isn't only a few who do the "heavy lifting" for volunteer organizations. The individual and community benefits of volunteering need to be recognized, e.g., volunteering is a form of recreation that meets people's needs to connect, develop skills, contribute, and have a sense of belonging.

Key Vision Statements

- **Take the strengths to the next level**, e.g., link trails; upgrade older parks to better meet needs and increase the diversity of parks; improve and increase capacity at sports fields; improve school grounds; increase support for community groups; improve access to ice, pools, gyms, fitness facilities, gathering/multi-purpose rooms; increase facilities and support for the arts; more community gardens; improve accessibility to all facilities and programs; ensure that maintenance of facilities and parks keeps pace; extend community/organization capacity building internally.
- **Continue on-going support** to build, nurture and sustain **community** and the groups currently established who provide needed and valued services to the community. These groups who are making a meaningful contribution to building a sense of community want more support with technical expertise, promotion, planning, and affordable access to facilities to ensure they continue to have the capacity to achieve their goals. Many neighbourhoods are completely lacking opportunities to connect and recreate at the neighbourhood level. More communication is needed to reach out to the community; many aren't aware of PRC offerings. Reduce complexity for groups offering service to the public through reducing non-aligned policies and systems, e.g., booking systems for ice, improved access to facilities.

Focus Group Response Summary

Group	Strengths	Challenges	Vision/Objectives
Community User and Interest Groups			
Outdoor Recreation	<ul style="list-style-type: none"> • beautiful setting and outdoor areas • many walking, cycling, riding trails • variety and number of parks and sports fields • festivals and events 	<ul style="list-style-type: none"> • cost of maintaining trails • not enough trails • over-extended volunteers • parks, fields and trails are not all visitor friendly • lack of dog areas 	<ul style="list-style-type: none"> • more connected trails, cycle paths and sidewalks with a map, signs • one park for big festival gatherings with cover
Field Users	<ul style="list-style-type: none"> • creation of Outdoor Recreation Sports Field User Association • PRC is responsive • good service and maintenance • low cost access to fields 	<ul style="list-style-type: none"> • lack of funds • need more use of school sport fields • lack of change rooms and good drainage • rework field allocation based on number of teams not registration 	<ul style="list-style-type: none"> • more play time with lighting and drainage - another synthetic field • change rooms and more spectator seating at major fields • sport specific fields • include schools in user association meetings

Environment	<ul style="list-style-type: none"> • PM and MR started identification & mapping of ESAs • purchase of waterfront greenway in PM • active citizen groups • environmental officer in both communities 	<ul style="list-style-type: none"> • not enough volunteers • lack of project funds • urban interface issues & invasives • lacking park / farm land acquisition funding plan • poor bylaw enforcement • overuse of some parks 	<ul style="list-style-type: none"> • complete regional park acquisitions • network of trails for multiple uses • smart growth and best environmental practices • more enforcement • protect and designate special areas
Community Gardens	<ul style="list-style-type: none"> • provide social interaction and exercise • Food production promotes self sufficiency • multi-generational and multi-cultural 	<ul style="list-style-type: none"> • lack of long range planning for integration into parks and schools • sites with better soil • lack of good infrastructure services and access 	<ul style="list-style-type: none"> • financial and political support like other recreational activities • expand good relationship with schools to create more garden programs
Arts, Heritage and Festivals	<ul style="list-style-type: none"> • dedicated volunteers and community support • good support from staff • shared resources and interaction with other groups • the ACT facility 	<ul style="list-style-type: none"> • funds for staging events and associated upkeep of heritage buildings • storage space for organizations • infrastructure in parks for events 	<ul style="list-style-type: none"> • help fund-raising • more support for youth events & school programs • new building - MR archive and museum • preservation of historic structures and farmland
Aquatics	<ul style="list-style-type: none"> • staff of PRC • partnership 	<ul style="list-style-type: none"> • space conflicts/use conflicts 	<ul style="list-style-type: none"> • more support from PRC • a multiplex facility with 50 metre tank • Whonnock lake development
Ice	<ul style="list-style-type: none"> • PRC staff • subsidized ice 	<ul style="list-style-type: none"> • public/private operator disfunctionality • returning ice policy not for customer • condition of PM arena is an embarrassment 	<ul style="list-style-type: none"> • more support for volunteerism in communities • coherent management of arenas • Reduced ice costs • New multiplex with other components
Gym users	<ul style="list-style-type: none"> • facility access • partnership with PRC • rates 	<ul style="list-style-type: none"> • allocation goes to long standing groups • weekend school access • transit 	<ul style="list-style-type: none"> • new state of the art multiplex • organization and volunteer support
SPAC	<ul style="list-style-type: none"> • PRC staff supportive • neighborhood focus • sharing amongst groups and volunteerism 	<ul style="list-style-type: none"> • mental health issues • need for an addiction recovery house • access to schools after school 	<ul style="list-style-type: none"> • promotion of greater inclusion and assistance for org. • multi-scaled facility accessible to many • neighborhood focus and support for volunteerism

Hard to Reach	<ul style="list-style-type: none"> • personal touch of PRC staff • partnership programs 	<ul style="list-style-type: none"> • recognition of growing ethnic community • transit/access • costs 	<ul style="list-style-type: none"> • reach out to people – go to them • act on report being generated • neighborhood option and volunteerism promotion
Seniors	<ul style="list-style-type: none"> • facility access & location • PRC staff support • carving program 	<ul style="list-style-type: none"> • MR & PM differences • scheduling is tough – need more facilities • facility need for PM 	<ul style="list-style-type: none"> • transportation improvement in community • promote, educate, and support volunteers and org • facilities
Minor hockey	<ul style="list-style-type: none"> • key contacts in PRC supportive 	<ul style="list-style-type: none"> • private operators different agenda than municipal good • cost of ice • quality and quantity of facilities 	<ul style="list-style-type: none"> • more ice at subsidized rate • new multiplex with ice and other elements • management model consistent with values of community and for community use
Youth development	<ul style="list-style-type: none"> • Greg Moore Youth Centre • youth involvement • trust and support of PRC staff 	<ul style="list-style-type: none"> • lack of neighborhood facilities compounded by poor transit • need holistic help for youth at risk • transit 	<ul style="list-style-type: none"> • penetration of market to involve more youth – improved facility access elsewhere • recognition of diverse program needs • improved access to facilities
Recreation Staff groups	<ul style="list-style-type: none"> • the people of PRC care • clear vision • promotion of neighborhood/community focus • our operated facilities 	<ul style="list-style-type: none"> • old facilities and lack of for growing community • transportation and access due to linear nature of communities • not enough resources to meet the needs 	<ul style="list-style-type: none"> • new multiplex facility • upgrades to current facilities • continued and enhanced support of/for our partners
Staff Groups			
School District – Board and Senior Management Staff	<ul style="list-style-type: none"> • diversity of programs offered • quality and dedication of PLS staff • coordination between PLS and school district • accessibility of programs 	<ul style="list-style-type: none"> • staff and resources are stretched • fewer programs and services in PM • lack of programs for 18 to 24 year olds 	<ul style="list-style-type: none"> • continue and expand community “hubs”- • focus on PLS staff succession • equity in facilities • more sharing of ACT

MR Senior Management	<ul style="list-style-type: none"> • variety of recreation experiences, opportunities, facilities • support from Council • well funded • community based • joint delivery • partnership between schools/parks • relationship with Metro 	<ul style="list-style-type: none"> • competing demands, expectations, and limited resources • adapting services to changing demographics • amount of park space in high density areas • need to link trails 	<ul style="list-style-type: none"> • establish community priorities • plan land for parks • best trail system in Lower Mainland • recreation demand forecasting • indoor community gathering place
PM Senior Management	<ul style="list-style-type: none"> • great trail networks • natural setting • events • partnerships • heritage component • walkable • well served by park spaces • strong PM identity • great volunteers 	<ul style="list-style-type: none"> • managing expectations, • need facilities- arena, fitness area (PM Rec), Museum, more for youth • commitment to long term planning for facilities • competition for leisure funding • commuter demographic 	<ul style="list-style-type: none"> • catch facilities up to fulfill 98% of need • inclusive programs • sense of community culture • citizen engagement • South Bonson Village as an arts precinct, with arts/First Nations • need for a “go to” person in Pitt Meadows
Parks and Facilities Operations Staff	<ul style="list-style-type: none"> • staff knowledge • new parks, sports fields, trails • Cemetery master plan • New equipment • Work request system • Increased lifecycle budgets 	<ul style="list-style-type: none"> • lack of staff and resources to meet high user expectations and growth • lack funds to replace old park buildings and equipment • lengthy reporting format 	<ul style="list-style-type: none"> • more staff to meet growing demands • better tools to measure park use • better communication between departments • public education website and programs • upgrade existing facilities
Access, Festivals and Volunteers Staff	<ul style="list-style-type: none"> • dedicated staff and departmental support • community event kit • sharing of knowledge and resources • community involvement • volunteer training and empowerment 	<ul style="list-style-type: none"> • not enough staff / time to support festivals • volunteer training and mentoring • equipment, storage and tracking system • time for grant applications and public awareness of programs 	<ul style="list-style-type: none"> • a festival / volunteer office in PM • increase partnerships • better maintenance and storage of equipment • better accessibility to facilities • streamline administration time
Support Staff Services	<ul style="list-style-type: none"> • safe, open warm inviting and clean facilities • strong support systems • great customer service • accessible • opportunity for participation, growth and development-staff and customers • team work 	<ul style="list-style-type: none"> • congruency or lack thereof with other departments 	<ul style="list-style-type: none"> • upgrading of old facilities • increase sports field/ice capacity • link between PM and MR with regards to Parks and Recreation • update Master plan more frequently, e.g., in 3-5 years

Social Planning and Youth Staff	<ul style="list-style-type: none"> • provide staff and/or volunteer support • afterschool programs in every school • expanded youth and children's registered programs • before school breakfast program • transportation for facility 	<ul style="list-style-type: none"> • retention (top issue identified) • lack of resources for core security work • lack of available facilities- including offices (a top issue) • 2 different councils • lack of on call staff and staff willing to work part-time - wages 	<ul style="list-style-type: none"> • community green team with all partners and youth (top priority) • higher wages • full-time front line positions • street train (Portland) that runs to recreation facilities • before and after school programs in all elementary schools
Arena Staff	<ul style="list-style-type: none"> • increase in girls hockey, synchronized skating, and more adult use. • ball hockey growing – over 900 registered for summer • rental equipment subsidies are good and well used. 	<ul style="list-style-type: none"> • another sheet of ice, even ½ size, is needed • early morning ice slots (6 AM) are difficult due to commuting. • early morning to early afternoon time slots are underutilized. • any new building should include multi-purpose rooms, fitness, with accessibility to ice. 	<ul style="list-style-type: none"> • marketing plan in next year's business plan – first time – this could be seen as very positive if there is sufficient \$ designated • website needs to be revamped • need more of a customer based orientation for all communications.

Neighbourhood Futures Workshop Response Summary

	How can the PRC Master Plan support neighbourhoods in being successful?
Neighbourhood Workshop	<ul style="list-style-type: none"> • expand opportunities for people to meet and socially connect • provide amenities within walking distance • address accessibility and safety issues • publicize available District resources • create community hubs by expanding use of school facilities and grounds • connect neighbourhood groups so they can share ideas and resources, creating a network of neighbourhood groups • improve neighbourhood interconnectivity • provide housing options that support diversity • promote and provide opportunities for leadership development, and support emerging leaders

Major Workshops

Two major visioning workshops were conducted during Phase 1. The following are the highlights of those workshops:

Group	Strengths	Challenges	Vision/Objectives
Visioning Workshop with PLS Senior Leadership	<ul style="list-style-type: none"> • opportunities for meaningful community input • flexible to changing needs • partnerships • community development approach • great outdoor recreation opportunities • commitment to staff • knowledgeable staff • exceptional relationship with SD #42 • youth services • goal setting, looking to future needs/planning • natural areas trail linkages • neighbourhood parks 	<ul style="list-style-type: none"> • capacity to meet growing needs and expectations • old facilities • aging population • affordability of general recreation services • technology infrastructure • staff retention and recruitment • decreasing/tight operating budgets • disconnected neighbourhoods • facility limitations in Pitt Meadows • programs serving 19 – 25 years old 	<ul style="list-style-type: none"> • increase physical accessibility of parks and facilities • indoor pool in PM with depth entry • engaged and empowered volunteer groups • diversity is honoured, respected and celebrated • increased funding to allow all children/youth to participate in recreation when requested • more family parks • all neighborhoods feel connected, thriving • sustainability is a way of life
Visioning Workshop with the Public	<ul style="list-style-type: none"> • natural beauty - trail system, lakes, open spaces, green space • sense of community • commitment of staff involved in parks and recreation programs • number of community volunteers • Partnerships • team sports • ACT • festivals • all ages - kids, youth, seniors 	<ul style="list-style-type: none"> • keeping up with population growth • aging recreation infrastructure • need for more finances - capital and operating • multitude of user groups/interests • maintenance, safety/security • kids staying indoors with technology instead of being active • losing our green spaces • Private partnership is not as good as public, e.g., Planet Ice • promoting programs • lack of east-west trails 	<ul style="list-style-type: none"> • protect green space, waterways, trails • well supported arts and cultural facilities, • continued volunteer base • stay away from private-public agreements • Jackson Farm becomes a park for future generations to enjoy • communication of information for tourists, new comers and residents • arts and recreation should become the defining identity of MR • Olympic size ice sheet • off-road routes

Near the end of the consultation phase, two major workshops were conducted, where the focus was setting objectives on key topics. The following are the highlights of those workshops (note that some topics were merged for the second strategic planning workshop:

Topic	Strategic Planning Workshop with PLS Senior Leadership	Strategic Planning Workshop with Politicians, School District, and PLS Managers
Parkland	<ul style="list-style-type: none"> • increase walking access to community parks • Increase staffing, maintenance standards • protect Historic sites • accessible surfacing for trails and playgrounds, more park facilities • links and trails • maintain minimum amount of parkland per standards 	<ul style="list-style-type: none"> • more park areas that meet variety of ages/uses that you can walk to • parks should have lots of trees and open space • lots of parkland – the community wants lots of greenspace and not just a concrete jungle • range of parks – neighbourhood parks with play equipment that encourages unstructured play
Trails and Greenways	<ul style="list-style-type: none"> • more connected trails – build a walkable community -connect neighbourhoods, note trail types • educational signage – history of area, trees species, street signage • budgets to build and maintain trails • build designated physically accessible trails 	<ul style="list-style-type: none"> • loop walks • outdoor fitness parks/stations i.e. seniors • connected pathways throughout – signage/promotion/land acquisition • parking access • rivers access, treasures • disabled access – more than wheelchair
Environment and Sustainability (Habitat, Urban Forest, Waste, Energy)	<ul style="list-style-type: none"> • use parks and recreation to gain greatest possible environmental benefits (energy conservation, active transportation, conservation, water preservation, green practices, etc) • communicate what we are doing • keeping up with “green initiatives” • purchase/protect land 	<ul style="list-style-type: none"> • change merchants – selling concept of change • native planting on boulevards • encourage citizen involvement e.g. neighbourhoods maintain own greenspace, boulevards • address long-term management of current resources, i.e. greenways and invasive plants, garbage, etc.
Outdoor Recreation Facilities (sports fields, other park facilities)	<ul style="list-style-type: none"> • provide outdoor facilities that meet a broad range (including age appropriate) of needs for active living (both drop in/informal and organized) • accessible • dog parks • sport specific facilities • skate parks in neighbourhoods 	<ul style="list-style-type: none"> • upgrade existing fields (municipal, school) before building new grass fields • look for progressive and new park uses –seniors, youth, dogs, etc • outdoor swimming pool • accessible stretch of dyke (Jerry Salina) • fenced off leash dog parks
Community Gardens	<ul style="list-style-type: none"> • stress the benefits • neighbourhood gardens – especially in multifamily areas, high density/lower income areas, seniors • engage as “their” community garden – let people decide, “bring to life”, buy-in/support 	<ul style="list-style-type: none"> •

Beautification (Boulevards and Urban Spaces)	<ul style="list-style-type: none"> resources should grow proportionately with park and boulevard displays display local artists create community focus areas for community pride plan for best exposure or view, e.g., larger display on DTR “S” curves sustainability – water saving landscaping, wildlife friendly, shade 	<ul style="list-style-type: none"> Urban spaces like industrial park along river in Port Coquitlam Selling ourselves i.e. natural resources (see environmental /sustainability)
Indoor Recreation Facilities (Fitness and Sports)	<ul style="list-style-type: none"> more multipurpose space - increase space and attach to new indoor pool more efficient use of present space equipment replacement provide more low cost/no cost opportunities during down time Bigger fitness area in Pitt Meadows 	<ul style="list-style-type: none"> multipurpose facilities – gym/pool social/fitness area for 18+ ages space needed – active/social infrastructure replacement and upgrades maximize existing facilities need more facilities in Pitt Meadows
Aquatics and Ice	<ul style="list-style-type: none"> review arenas and all fees Increase pool access 	
Recreation Program Services	<ul style="list-style-type: none"> define program areas – assess where community association could offer it Increase with more facility space budget for subsidized programs low cost day time activities 	<ul style="list-style-type: none"> programs offered in neighbourhood and non-traditional settings programs that allow families to spend time together programs accessible and usable for all ages and disabilities
Youth	<ul style="list-style-type: none"> social service support at centre youth centre open on Pro-D Days and after school expand youth centre in Pitt Meadows - active space outdoor youth space in Pitt Meadows – skate park, sport centre 	<ul style="list-style-type: none"> coordinate programming with schools every child learns to swim – survival skills and others neighbourhood based services for pre-school and “after school care”, fitness centres/equipment in schools Youth Action Park Master Plan public space for fun “pick-up” play
Seniors	<ul style="list-style-type: none"> senior designed play parks seniors center in Pitt Meadows more senior fitness programs encourage seniors to create Volunteer Coordinator position focus on target senior population for volunteer opportunities 	<ul style="list-style-type: none"> more seniors activities close to where seniors live seniors friendly equipment e.g. air resistance, exercise equipment partnerships –Greg Moore Centre model, home care meals, handy-dart services/programs that address the different ages of seniors – healthier aging adults, continuum of care through networking, programs, etc
Hard to Reach	<ul style="list-style-type: none"> build relationships to parks and recreation through schools and other agencies recognize the full continuum of barriers and abilities and become champions for access (sustainably) increase promotion – multi-language, simple language, city vehicles, etc. 	<ul style="list-style-type: none"> take programs to neighbourhoods understand our demographic and be prepared for changes explore an increased and formalized partnership with Katzie corporate sponsorship of arts, culture and other community events connect SWIS (Settlement Workers in Schools) with recreation

Community Capacity Building	<ul style="list-style-type: none"> • meeting space in facilities • consistent leadership approach to capacity building • facilities to support community groups in their neighbourhoods • provide community groups access to municipal mapping and GIS data 	<ul style="list-style-type: none"> • focus on neighbours and connect to neighbourhood schools, parks and family activities • diversity within neighbourhoods (more complete, i.e. destinations to walk to) • collaborate between agencies that support neighbourhood development
Neighbourhood Development	<ul style="list-style-type: none"> • better use of local schools and parks • require developers to include community centres in developments • neighbourhood identity - understanding and appreciation • take over schools, turn into community centres 	<ul style="list-style-type: none"> • continue to develop them and help them become connected to each other • find out how they can be utilized more – tap into them as resources • SEED grants for neighbourhood initiatives • keep crime down, neighbourhood watch • transit services to connect
Partnerships (business, non-profit, other agencies)	<ul style="list-style-type: none"> • connect citizens to opportunities in the community • strengthen existing partnerships and seek new ones • locations in neighbourhoods and core 	<ul style="list-style-type: none"> • encourage new forms of partnerships, First Nations, private, cross cultural • tap into baby boomers and recruit them to help their community • partner with local business during events
Volunteers	<ul style="list-style-type: none"> • new volunteer centre with a “store front”, help heighten their profile in two communities • support board development – skills, effective meetings, fundraising • use online software to promote volunteer opportunities • help groups spread the work around; team building for support 	
Staff Structure and Resources	<ul style="list-style-type: none"> • must reduce services “say no” or increase staff • reevaluate and define core services, remove some projects, prioritize tasks • staff growth plan with population • increase and improve office space(s) 	
Arts, Culture, and Heritage Facilities	<ul style="list-style-type: none"> • increase exposure and education to grow appreciation and experience with the arts i.e. public art, low cost access • make arts and heritage accessible to all 	<ul style="list-style-type: none"> • retain heritage buildings • explore greater partnerships between Maple Ridge and Pitt Meadows Historical Societies • More public art!!! • Pitt Meadows residents would like arts in their community
Arts, Events, and Festivals	<ul style="list-style-type: none"> • more multicultural festivals • more outdoor music festivals in Pitt Meadows • Outdoor music festivals – local artists • ACT –more accessible opportunities • find more volunteers for events 	<ul style="list-style-type: none"> • building capacity for self sufficiency – to what degree? How to share? Spread money • All participate in artistic activity

Operations	<ul style="list-style-type: none"> • create satellite stations for parks crew for environment, efficiency, etc • sustainable approach i.e. vehicle emissions, tools, etc • maintain/increase operations staff training • increase maintenance budgets - staff, equipment, etc) 	<ul style="list-style-type: none"> • money for lifecycle/replacement • trails maintenance through volunteers but can't rely on just volunteers • plan to deal with aging facilities • standards kept up and consistent
Tourism	<ul style="list-style-type: none"> • link recreation to tourism trends (including partners) • public transportation (dykes and park tours) • sport tourism and eco-tourism • slow food and farm tourism • increase walk/run/cycle and pet-friendly outdoor events 	<ul style="list-style-type: none"> • create cultural district in each core area • More art, culture, heritage to attract tourists to come and experience • Promote cultural activities to other communities • Raise awareness of natural or special places
Marketing and Communication	<ul style="list-style-type: none"> • use social network software (e.g. facebook) • more public relations, not just newspaper ads and print • need to integrate community and sports groups into parks and leisure marketing • more target marketing 	<ul style="list-style-type: none"> • target marketing i.e. low participating neighbourhoods, connect people to opportunities • commitment to relationship building with community i.e. PMFRC / engaging with community more actively • interactive communications – increase feedback, 2-way communication
Financing the Master Plan	<ul style="list-style-type: none"> • financing the Master Plan – amend D.C.C. Bylaws to collect fees in support of the program • more resources for parks and recreation staff to support community groups 	<ul style="list-style-type: none"> • evaluate what we offer i.e. don't compete with private business, pursue university/post secondary • Examine/use existing resources • Prioritize • Consider long-term maintenance costs versus initial implementation costs

Joint Delivery

All focus groups and workshop participants were asked for input in relation to the joint delivery of services between MR and PM. The following is a summary of their collective comments, which were generally very consistent:

Topic	Strengths	Challenges	Vision/Objectives
Joint Delivery	<ul style="list-style-type: none"> • greater efficiency, resources go farther • public and providers don't distinguish the differences • schools, police and hospitals also joint 	<ul style="list-style-type: none"> • different Council philosophies • strain on staff – inefficiencies • communication issues • challenge of unequal partners • perception of unfairness 	<ul style="list-style-type: none"> • review and clarify the agreement • determine whether some functions should separate • demonstrate the value to both partners • review role of Commission • review staff roles

1.9 Format of Following Sections

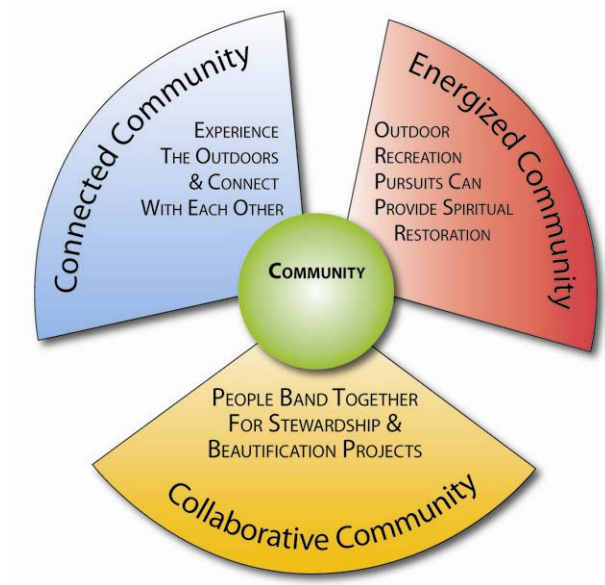
Sections 2.0 – 6.0 are the primary services of PLS, within each section

- How the Values are achieved through that service
- Summary description of the service
- Analysis – strengths of the existing services, challenges, trends, standards, other forms of analysis specific to that topic
- Strategic objective
- Recommendations – provided under the following headings, only the headings relevant to each section are indicated – some recommendations span more than one of the following categories, they are placed based on the primary area
- Process/Planning – special projects, planning studies
- Land Acquisition – land to be acquired
- Capital Development – improvements or new development of parks or facilities
- Management – tasks best handled as part of the day-to-day work of PLS staff
- Service Delivery – design and delivery of programs and services to end users
- Operations – maintenance of parks and facilities
- Advocacy/Facilitation – work to engage community groups, agencies and others to enhance capacity and encourage collaboration

Section 7 - review and recommendations related to PLS service delivery

Section 8 – implementation and funding strategies

2.0 PARKS AND OPEN SPACE



2.1 Park Types

Description

Park Classification

Parks were classified per the following categories in the 2001 Master Plan:

- Neighbourhood Level – Neighbourhood Park/School Site, Tot lot
- Community Level – Community Athletic Park, Community Recreation Park, Community Linear Connector, Landscaped Area
- Intermunicipal Level – Specialized Athletic Park, Natural Park, Major Connector, River-Front Park, Special Purpose Site.

Although the 2001 Master Plan recognized tot lots as a type of neighbourhood level park, these were not recommended as a future park type. Accordingly, a decision was made in 2001 not to build any more tot lots due to the challenges and costs to maintain them in relation to the benefits derived.

Since that time, some challenges have been experienced as housing forms have changed. Small lot fee simple developments resulted in the development of tot lots in some areas to replace the typical play spaces required in strata townhouse developments. The solution has been to implement specified area charges for maintenance of these higher standard facilities which are exclusive to small lot developments.

The proposed classification system for the 2009 Master Plan recognizes the primary three levels of parkland. The subcategories have been simplified, and additional types of open space are recognized, as follows:

- **Municipal Parks** - draw visitors from the entire two municipalities and beyond. People may visit these parks due to the natural features, and/or the facilities and opportunities offered. Municipal parks draw people who specifically travel to spend time “in the park”. There are several types of municipal parks, including destination (e.g., Maple Ridge Park), special purpose (e.g., golf course, cemetery, fairgrounds), natural (e.g., Whonnock Lake).
- **Community Parks** (some on school sites – see below) - typically at least 2 ha (5 ac), though a few are smaller than this and some are as large as 15 ha (e.g., Pitt Meadows Athletic Park). They serve several neighbourhoods, and include a range of recreational facilities, such as sports fields, ball diamonds, fieldhouse, washrooms, playgrounds, walkways or trails, outdoor pools, and parking lots. They are meant to form the visual, physical and social focus of the community. All athletic parks are considered community parks.
- **Neighbourhood Parks** (some on school sites – see below) - typically at least 0.5 ha (1.2 ac), generally serve the catchment area of an elementary school, and are often combined with an elementary school site. Neighbourhood parks may include play equipment, sport courts, pathways, open grass, and seating. These parks are meant to form the visual, physical and social focus of the neighbourhood.
- **Mini Park** - a small park (under 0.5 ha or 1.2 ac), previously called tot lots, serving small neighbourhood areas, providing space for gathering, connecting (e.g., numerous parks in Silver Valley). Where parks of this size are being built, a Local Service Area Bylaw is being established to collect additional funding for maintenance.
- **Natural Areas** - (not subject to standards) – includes lands designated forest or conservation (e.g., creek corridors, steep slopes),
- **Open space** (not subject to standards) – includes landscaped areas (e.g., boulevards in front of parks, urban landscape features, landscaped areas around municipal buildings, all street trees).
- **School sites** – some community and neighbourhood parks are on land adjacent to schools, owned by the school district. These are classified as parks where the land has park values (school buildings and parking lots have been excluded from this calculation). In some cases, there is a partnership agreement between the school district and PLS concerning the use of such sites.

“Besides conservation space and active recreation, we need spiritual passive park space for citizens to gather and enjoy.” - Resident



Regional Parks

Metro Vancouver has some very significant parks in MR and PM, with plans to continue expanding and improving them. The parks are located in three major locations: Pitt River Greenway, Kanaka Creek, and Codd Wetland/Blanney Bog /North Alouette area. The Pitt River Greenway is described in Section 3.3 Trails and Greenways.

The Kanaka Creek Regional Park Management Plan (2004) guides the future of this location. The park offers 12 km of linear park, including much of Kanaka Creek from its upper reaches that flow from Blue Mountain to its estuary and confluence with the Fraser River. It grows from a small tumbling creek to a winding river, and the varied ecology includes mature forest, sandstone canyons and scenic marshes, with diverse landscapes, wildlife, and recreation opportunities.

This important park is challenging to manage because the park is limited to the area below the top of bank so there is minimal access for recreation. The ecosystem and wildlife are considered too sensitive to accommodate a trail. . Metro has received requests from the MR planning department to cross the corridor north-south with roads to service development. Metro has been working with MR to maximize recreation opportunities and protection of the park; there are policies related to this in the MR OCP.

Some of the specific opportunities related to the Kanaka Creek corridor include:

- Acquisition of the Northview property on Fraser River,
- Acquisition of the north arm of Kanaka Creek up to Webster's Corner school,
- Development of a staging area at Cliff Falls, where access is currently through the ball diamond,
- Connect Kanaka with Whonnock Lake, and
- Connect Kanaka with the hydro line to the north.

The Codd Wetland/Blanney Bog/North Alouette area includes a number of environmentally sensitive and beautiful properties, one of which is jointly managed with PLS (North Alouette Greenway). A Memorandum of Understanding (MOU) between MR and Metro Parks on the acquisition of Blanney Bog commits the parties to work towards expansion of the site as opportunities arise. In addition to the low-lying lands, there may be opportunities in the area for acquiring uplands associated with the wetlands for wildlife viewing.

Other opportunities for parkland related to Metro Vancouver parks include:

- Need for a trail staging area off 132nd; acquisition of the existing cross-country course in that area could support equestrian activity and trail use.
- Goose Lake – this has opportunity as another regional park, as it is very popular for swimming. Current trail access is through the golf course; there is private land on the west, UBC Research Forest on the east side.

Other Protected Areas

Several other protected areas occupying vast areas in the north of the communities are very significant and draw visitors at the provincial and regional levels. These include:

- Malcolm Knapp UBC Research Forest Reserve – with an excellent retreat centre available for rentals to the public
- Golden Ears Provincial Park – extending far beyond MR to the north, with many trails and natural features,
- Blue Mountain Forest Reserve – this area has a problem with unregulated use of trails by motorbikes. A Community Forest license was denied because Katzie didn't support it. MR has an MOU with Katzie on establishing a Community Forest license, to ensure community involvement in management decision-making. , The area is being managed by the Ministry of Tourism, Culture and the Arts; they have prepared a map of existing trails, and work is being initiated on trail assessment and identification of ESAs. – The Ministry is working with motorcycle and ATV groups, PLS, and Katzie and Kwantlen on management; all are concerned about safety and environmental degradation due to a lack of recreation management and lack of information on environmentally sensitive areas (ESAs).
- Pitt Polder Ecological Reserve.

Analysis

Strengths

- Range of park types in both communities
- Complementary parks and open space managed by Metro and others

Challenges

- Confusion in classifying some parks per the previous classification system

Strategic Objectives

- Refine the park classification system to clarify the range of park types and service areas.

Recommendations

Management	<ul style="list-style-type: none">• Adopt the following park classification system:<ul style="list-style-type: none">– Municipal Parks– Community Parks– Neighbourhood Parks– Mini Park– Natural Areas– Open Space
-------------------	---

Operations	<ul style="list-style-type: none"> Review the maintenance standards and staff resources allocated to each park type, and refine these if necessary.
-------------------	--

2.2 Parkland Supply

Description

The current supply of parkland is described below in relation to the park types (see Map 1). This section also includes an analysis of parkland supply. There are three standard ways of analyzing supply:

- population-based standard for active parkland (not including natural areas or open space),
- area-based supply of all parkland, including regional parks, and
- spatial analysis of community and neighbourhood parks to evaluate accessibility of these parks to residents.

All of these measurement tools are presented for use in analysis, and as guidelines only. The tools are useful for the communities to measure their own parkland supply over time, and they allow for comparison with other communities. It is typical for population-based standards of supply to change over time as parks are acquired and the population grows.

Maple Ridge and Pitt Meadows acquire parkland through purchase, using either DCC or municipal funds. In Maple Ridge, the current approach to parkland acquisition in new developments is as follows: the environmentally sensitive areas (ESAs) are taken, the 5% land dedication is applied to the ESA land where applicable, where there is no ESA land, then the municipality takes cash in lieu. In addition, there are development cost charges (DCCs) for parks.

Municipal Parks

There are 16 municipal parks, of which 5 are in PM. MR and PM have a wide variety of municipal parks, all of which are important in meeting community needs, and some of which protect natural features (see Appendix A). The following are the characteristics of the key municipal parks:

- Maple Ridge Park - primary destination park, natural features and campsite, picnic and play areas,
- Albion Fairgrounds – location for special events,
- Whonnock Lake – natural feature, fishing, boating, beach activities – major potential once entire lakeshore is developed with a loop trail,
- PM Spirit Square, MR Memorial Peace Park - high profile public use areas,
- Jerry Sulina – riverfront park,
- Thornhill – forested hillside, site of a future municipal park,

- Cemeteries, public golf course, lawn bowling, BMX, cultural/historic sites.

“Some parks have preserved sensitive areas, a recognition that the attraction of this area is its natural assets.”
- Resident



Municipal parks include land that has been acquired for future municipal park, e.g., the land around Whonnock Lake, though some parcels are undeveloped. The actual size of the future park at Thornhill is about 98 ha; the assumption now is that 10 ha will become municipal park with the remainder being a natural area.

Community Parks

There are 28 community parks, of which 7 are in PM. Community parks includes all of the major sports fields, the outdoor pools, and other medium size parks (see Appendix A).

Community parks include land that has been acquired for future community park, e.g., the area east of Pitt Meadows Athletic, though some parcels are undeveloped.

Neighbourhood and Mini Parks

There are 81 neighbourhood parks, of which 21 are in PM (see Appendix A). Of that total, the Mini Parks (under 0.5 ha or 1.2 ac) number 11 in MR and 10 in PM.

Neighbourhood parks include land that has been acquired for future neighbourhood park, e.g., the landfill site, though some parcels are undeveloped. The actual size of the landfill site is 13.7 ha; the assumption now is that 2 ha will become neighbourhood park with the remainder being restored as a natural area.

Natural Areas

Natural areas are illustrated on Map 1. Most of these are land acquired through development as protected natural areas, which occurred mostly in the newer areas of Albion and Silver Valley,

Open Space

Other open space is also illustrated on Map 1. Most of this land consists of corridors acquired for trail connections in the newer areas of Albion and Silver Valley, and a variety of other municipal land parcels.

Analysis

Population-based Supply

The measurement of the supply of active parkland in relation to population is a common tool for tracking parkland supply. Figure 1 illustrates the existing population-based supply, including the portion of public school sites identified and mapped as parkland, i.e., excluding buildings and parking lots.

Classification	Number	Area (ha)	Current Supply ha/1000 pop	Current Standard ha/1000 pop
Municipal	16	169.4	1.82	0.60
Community	28	132.1	1.42	1.70
Neighbourhood (incl. Mini)	81	92.1	0.99	1.60
Total	125	393.6	4.2	3.9

Figure 1: Population-based Parkland Supply

In relation to the current standard, the supply of municipal and community parkland is high, and the supply of neighbourhood parkland is low. This is likely due to significant acquisitions of large parcels of municipal and community parkland in the past several years. Overall, the community exceeds its current standard. For comparison, the population-based supply in MR is 4.41ha/1,000 population, and in PM it is 4.17ha/1,000 population, however PM has relatively much more regional parkland.

To meet the current standard of 3.9ha/1,000 population by 2020, the community would need about 447 ha of parkland, or 53 ha more than what exists now. If the new standard were to change to 4.2, retaining the existing supply level, the community would need approximately 87 ha more parkland by 2020. A balanced approach would entail changing the standard to 4.0 ha/1,000 population by 2020 (see Figure 2). This is a traditional standard in B.C., and it would respect the recent acquisitions causing a “bump” in supply as well as an increased standard to reflect the importance of parkland.

Classification	Existing Area (ha)	Current Supply ha/1000 pop	Proposed Standard ha/1000 pop	Needed for 2020 (ha)
Municipal	169.4	1.82	1.80	36.8
Community	132.1	1.42	1.30	16.8
Neighbourhood (incl. Mini)	92.4	0.99	0.90	10.7
Total	393.9	4.2	4.0	64.3
Assumed 2020 population - 114,560				

Figure 2: Proposed Population-based Parkland Standard

In any case, there is a need to focus on acquisition of land for neighbourhood parks. Adjustment of the standard to more accurately reflect the distribution of parkland among the classifications is also appropriate.

Figure 3 illustrates a comparison to standards in some similar municipalities. The provincial average of 2.51 ha/1000 population is also noted. Often smaller and more dense communities have less parkland in relation to their population:

Municipality	ha/1000 pop.	Comment
Abbotsford	3.40	
Surrey	3.40	
Port Coquitlam	3.15	
Nanaimo	5.00	includes greenways
Vernon	4.00	3 ha supply in 2006
Provincial Average	2.51	

Figure 3: Population-based Parkland Supply Comparison

When developing or refining a standard, it is important that the standard be attainable. This is determined by reviewing the existing supply and projected population growth, and identifying recommendations for acquisition along with a realistic time frame.

Area-based Analysis

This analysis considers parkland as a percentage of the total land area. With this analysis, regional parks and other public open space types are usually included.

Figure 4 provides a summary of all of the parkland and other public open space within MR and PM. Only a portion of MR is included in this analysis, since planning for the municipality typically excludes the Malcolm Knapp Research Forest and Golden Ears Provincial Park. The planning area in MR is 12,896 ha, and PM covers 8,753 ha, for a total of 21,648 ha. The protected park and open space area covers 14.7% of the land area. This is a very good level of supply. Many municipalities have an objective of 12% parkland, which is consistent with the provincial objective. In addition to this, residents and visitor also have access to the very large protected areas to the north.

Park Type	Area (ha)
Municipal, Community and Neighbourhood Parks	393.9
Regional Parks (in Plan Area)	1,954.3
Other Protected Areas and Open Space	839.1
Total	3,187.3

Figure 4: Supply of all Parkland

Spatial Analysis

The third form of parkland supply analysis looks at accessibility of parkland to area residents. This analysis considers that the service area for community parks is 0.8 km or a 10 minute walk, for neighbourhood parks 0.4 km or a 5 minute walk, and for mini parks 0.1 km or a 1 minute walk (See Maps 2 showing developed parks only, and Map 3 which also includes undeveloped parkland). Municipal parks are not included in this analysis since it is assumed that travel to these is often by vehicle. This analysis is limited in that it uses straight lines, i.e., walking distance may be farther due to natural (e.g. steep slope) or built (e.g., highway) barriers; it doesn't address the fact that some land uses are not primarily residential (e.g., agriculture, industrial); and it doesn't consider that some municipal parks serve community or neighbourhood needs in some locations.

The analysis shows that most residents of the developed areas have reasonable access to either a community or a neighbourhood park, but not necessarily both. Exceptions where there is neither include: far west side of MR in the north, centre and south; 216th Street near the Fraser River; north Laity Street; east of 232nd Street/north of Dewdney Trunk Road; and 240th Street/112th Avenue. The coverage by community parks has about 5 gaps in the urban area. There are many more gaps in neighbourhood park coverage, particularly in MR, which requires many more due to its larger geographic area. The gap in coverage by neighbourhood parks is not consistent with goals related to neighbourhood development. There is also a particular need for parks in the downtown core of Maple Ridge that creatively address the needs of visitors as well as residents living at increasing densities.

This analysis does not include the newly acquired neighbourhood parks which have not been developed. Once those are developed, several of the gaps in service area that are described above will be filled.

Strengths

- Some outstanding parkland
- High level of satisfaction with parkland
- High use of parkland

Challenges

- Supply doesn't meet existing population-based supply standards, nor those of comparable communities.
- Gaps in coverage by community and neighbourhood parks in terms of walking distance to parks.
- Concerns that there aren't enough resources to properly maintain all parks.
- Community interest in Jackson Farm as a park.
- Overuse of some parks- e.g. Maple Ridge Park, is degrading riparian areas.
- Schools have been sold to private interests, e.g., Thornhill, Whonnock.
- Lack of sufficient and appropriate staging areas for boaters.
- Parkland acquisition is limited by available funding. Sources of funding are all either DCCs, parkland acquisition reserves (5% dedication), or cash in lieu. While funding may ultimately be

adequate, the timing is often challenging, i.e., the money is not available when there is a willing seller. Borrowing may need to be considered for priority acquisition projects.

Strategic Objectives

- 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.

Figure 5 identifies proposed parkland acquisitions that are needed to meet gaps in parkland supply from a service area perspective, and to take advantage of particular opportunities that are consistent with the values and objectives in this plan:

Name / Location	Class	Area (ha)
1 - PM North of Hwy	NP	1.00
2 - Expand Boundary Park	NP	1.04
3 - South of PM Athletic	NP	0.36
4 - Expand Park foot of Wharf	NP	0.25
5 - Expand MR Cemetery	Mun	0.80
6 - 216th St. at River	NP	1.00
7 - 222nd St - acquire 4 additional lots	NP	1.00
8 - Fraser River at Haney Bypass	Mun	4.96
9 - 226th St at Lougheed Hwy	NP	0.50
10 - Expand Horseman's	C	0.83
11 - Expand Albion Fairgrounds	Mun	11.87
12 - 112th Ave near 240th St.	NP	1.00
13 - Albion Ferry Dock	Mun	0.88
14 - Whonnock Lake	Mun	6.65
15 - 248th St. near Thornhill	NP	2.32
16 - Thornhill Urban Reserve (owned)	Mun	0.00
17 - 128th Ave near 240th St.	NP	0.85
18 - Expand Heritage Hall	NP	0.38
19 - 100th Ave and 256th St.	Mun	2.00
20 - Whonnock Lake Campground (owned)	Mun	0.00
21 - Mill site on Fraser River	Mun	1.43
22 - Jackson Farm	Mun	15.06
23 - Lions Park - expand to increase road frontage	NP	0.11
24 - Properties near Eric Langton Elementary	NP	1.43
25 - Properties near Merkley	C	0.65
26 - 132nd cross-country course	Mun	6.38
Total		62.75

Figure 5: Proposed Parkland Acquisition

The following are the proposed acquisitions for each class:

- Municipal 50.03 ha
- Community 1.48 ha
- Neighbourhood 11.24 ha

In addition to the specific properties identified, opportunities to acquire natural riverfront, other areas with environmental values, heritage properties, and other unique properties should be considered.

Jackson Farm is included on the acquisition list. The 2001 plan noted Jackson Farm as “having the potential to become a park”. It also noted there are “higher priorities for acquisition of open space” and stated “unless Maple Ridge Council has sufficient resources to acquire the other higher priorities as well as Jackson Farm [and Twin Maples], it should allow one or both of these sites to be acquired for other uses”. Since that time, several conditions have changed: high public support for protection of Jackson Farm as parkland has emerged, and new potential uses for Jackson Farm that would complement the park system have been identified; these would require a public consultation process to be finalized. Given these conditions, and the potential that the site might be able to be acquired through the development process, Jackson Farm continues to be of interest as parkland.

Recommendations

Management	<ul style="list-style-type: none"> • Adopt the following parkland supply standards as a general guideline: <ul style="list-style-type: none"> • Municipal parkland – 1.8 ha/1,000 population • Community parkland – 1.3 ha/1,000 population • Neighbourhood parkland – 0.9 ha/1,000 population • Total – 4 ha/1,000 population • Continue participation on Development Technical Review Committees to ensure parks and open space interests are adequately addressed in the development process. • Adopt the following as qualitative criteria for evaluating potential parkland acquisitions: <ul style="list-style-type: none"> • Provides neighbourhood or community parkland within walking distance of residents who are currently unserved in this regard, • Provides connectivity between parks, trails or other destinations, • Protects riverfront, heritage properties, environmentally sensitive areas, or other unique properties, • Anticipated level of use is significant, • Public supports the acquisition, • Provides an opportunity to support a facility required in the area, e.g., youth park, sports field, • Funding partnership is available, e.g., Metro, developer, community group, bequest, • Cost is low compared to the property value.
-------------------	---

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. • Acquire schools that are closed, for neighbourhood uses, provided the schools are suitable. • Do not divest of any municipal land in Thornhill until there is an Area Plan.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Work with Metro to acquire the Albion Ferry dock site as parkland. • Work with Metro to ensure that there are sufficient and appropriate staging areas for boaters along the rivers.

2.3 Trails and Greenways

Description

Both MR and PM have identified greenway/trail networks, and have built some of these trails. The trail network is an integration of Metro Vancouver regional trails, municipal trails, and others, e.g., UBC forest, Golden Ears Provincial Park, BCIT woodlot, Ministry of Tourism trail network on Blue Mountain. PLS has prepared a trail guide/map in a booklet and on their web site. MR's OCP identifies a proposed major corridor network plan, and a Bicycle Network Plan was prepared for both communities. Map 2 illustrates some of the existing and proposed trails, however the map is not complete for MR, e.g., it does not include all "OCP Trails", trails in neighbourhood plans, or trail recommendations from various other plans. As such, the length of existing trails cannot be determined.

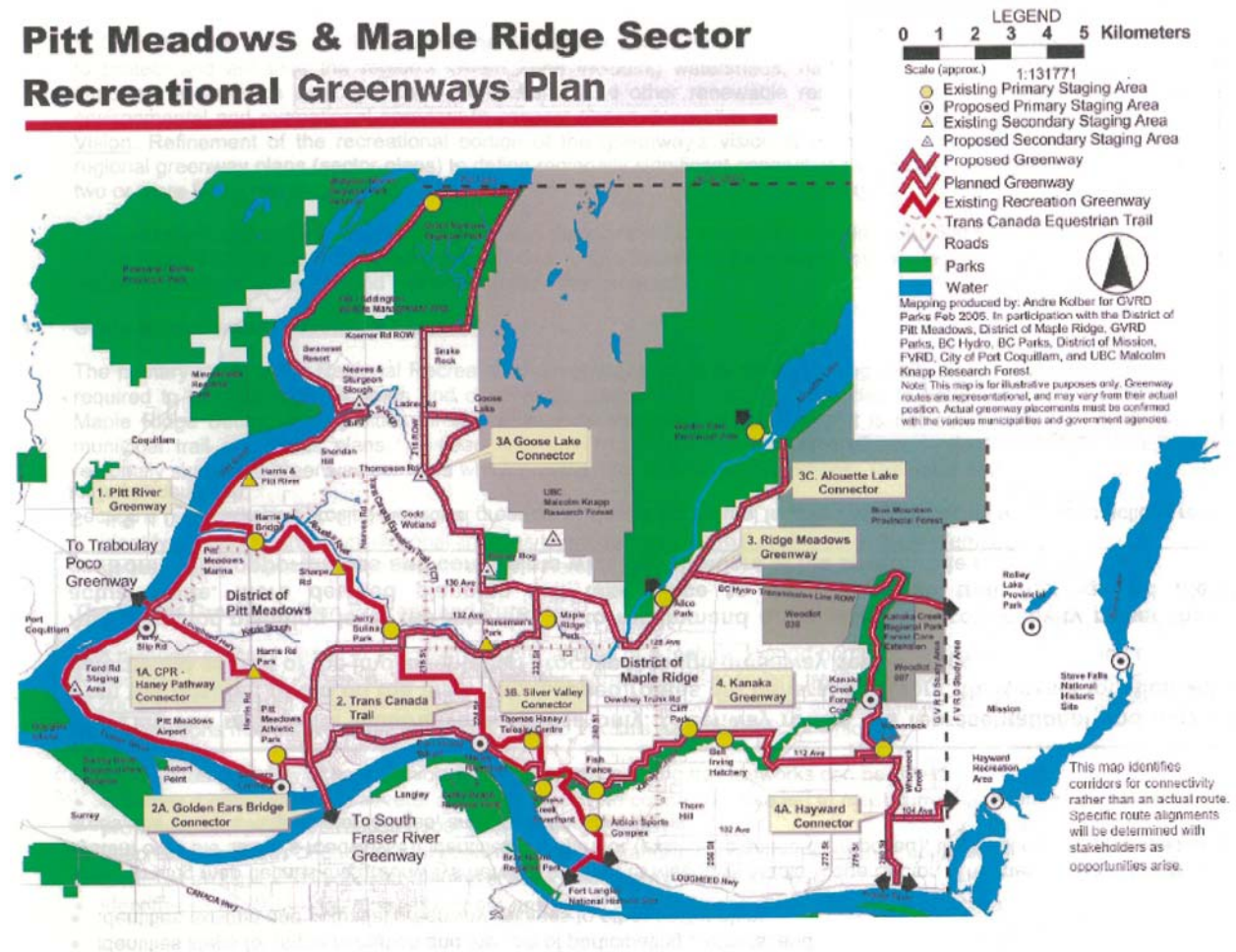


There are many different types of trails: flat trails along the dyke system to steep trails in the mountains; on-road bicycle lanes to narrow trails through natural areas; and trails that are single use to multi-use with activities including equestrian, walking, hiking, cycling, and other uses. Some trails have been built by developers as part of negotiated agreements.

An extensive network of trails has been identified for equestrian use in Maple Ridge and Pitt Meadows. Many of these trails are suitable for and are used for other purposes. In developing areas such as Albion and Silver Valley, existing trails which cannot be accommodated as a result of development are replaced with a network of alternate trails.

A small, but active and proactive, group of equestrians is involved in trail planning and operations, especially in the east of MR. The Haney Horsemen take care of some of the trails under a fee for service agreement with PLS; they also have input into new trail locations.

A Regional Greenways Plan (1996) was updated and refined in the Pitt Meadows – Maple Ridge Sector Recreational Greenway Plan (2005) It shows the Pitt River Greenway from Golden Ears Bridge to Grant Narrows Regional Park; Trans-Canada Trail (TCT) from Brae Island crossing to Pitt River bridge; Kanaka Greenway; Ridge Meadows Greenway; plus various connector greenways.



The Pitt River Regional Greenway Concept Plan (2005)-identifies plans for that greenway; three phases are planned, extending 31 km along the Pitt and Fraser River dykes (with alternate routes where necessary). Construction started in 2003, and more work is being phased over time. Some of the needs include: an equestrian staging area since horses can't cross the Golden Ears Bridge, Ford Landing staging area, Ferry Slip staging area, opportunities and need to respect the Alouette River mouth, long-term access across the quarry, need to clarify management of Grant Narrows once the Crown lease expires in 2010, opportunities for a canoe/car shuttle service, and consideration of designating Pitt River a Scenic River.

On the North Alouette Greenway, some of the needs include: formalizing use of the dyke; protecting sensitive areas; a staging area for the trail, possibly for equestrians; possible crossing of the river for greenways users connecting to the Silver Valley trail network and beyond (as an alternative to 132nd).

According to the recent report "Setting the Context" by Translink, prepared as part of the Regional Cycling Strategy, most cycling trips are presently made by "strong and fearless" and "enthused and confident" cyclists. These only account for an estimated 8% of the cycling market. The largest segment is described as "interested but concerned" and accounts for approximately 60% of all cyclists and potential cyclists. These are people who prefer low traffic or separated facilities. The

2004 statistics supplied to Translink by Maple Ridge state that cycling accounts for 2.1% of all trips; spending on infrastructure has been much lower than that.

The benefits of trails and greenways include: physical as well as mental health, cleaner air, noise reduction, improved liveability, less congestion on roads, less dependence on oil, less parking space needed, more "eyes" in our neighbourhoods, which has been shown to result in a reduction of crime, change from "car culture" to "bike culture", help achieving the goals of Smart Growth, the opportunity for children to ride their bikes to school and to experience a degree of independence, tourism opportunities, low operational cost to the municipality, less money spent on car expenses, and therefore more money in the pockets of local residents which can be spent in the local economy. There are a number of bicycle races within the community, including Race the Ridge,

The improvements on the Maple Ridge side of the Lougheed Highway will provide separated facilities along this busy highway, which means that cyclists will no longer have to cycle on the sidewalk to feel safe. Municipalities are working with Translink, within the context of the Regional Cycling Strategy development, on appropriate standards for cycling infrastructure, based on the "complete streets" concept, to make sure the needs of cyclists and other road users besides motor vehicles are taken into account.

Pitt Meadows has successfully added cycling facilities to existing and new infrastructure, e.g., bike lanes on Harris Road, the separated pathway which runs beside and parallel to Lougheed Highway almost traversing the entire municipality, and paved shoulders on Old Dewdney Trunk Road. Pitt Meadows has made extensive use of various cost sharing grants over the years, always ensuring there have been projects in the capital plan.

Maple Ridge has completed its section of the Blue Heron Rotary Loop as part of the dyke network. Maple Ridge has successfully added bike lanes to north-south arteries, such as 203rd, 216th and 224th Street, and is currently working on bike lane improvements on 240th. The plan is that new roads, collector and up, are getting bike lanes in MR.

A major trail initiative being explored is a multi-use trail along the Fraser River between the Kanaka Creek Riverfront Park and the Haney Wharf area, and beyond through the Experience the Fraser (see Tourism section). This would not only be a prime recreational attraction to a variety of users, but it would also serve as an alternate route to the Haney Bypass for utilitarian/commuter trips, while connecting to the downtown area via 224th Street, underneath the Haney Bypass via the tunnel. The South Haney development is under-supplied with parks and recreation facilities given its population and density. Connecting Kanaka Creek Park to Haney Wharf by a riverfront walking, jogging and

bicycle trail would provide much needed recreational facilities. A pedestrian overpass from South Haney (227th Street) to Kanaka Creek Regional Park has been proposed in the OCP; this will complete a major connector for greenways users.

Numerous communities have explored recreational use of rivers as “blueway” corridors. In addition to the Fraser River, MR and PM have access to the Pitt River and the South Alouette, which is used extensively for river rafting and tubing. There are opportunities for use of the rivers for linear trips and for crossings to some of the islands and heritage sites across the rivers.

Analysis

Standards

- PM prepared a Planning Document for a Municipal Trail Network, 1998, which was adopted.
- PM has a classification scheme: 1. Access Path – walking, biking; 2. Walking, biking; 3. Walking, biking – off road; 4. Walking, biking, horses; 5. Walking, biking, horses – off road.
- An equivalent classification scheme is not fully developed in MR. There are some trail types in the agreement with the Haney Horsemen. In MR, trails were originally all called equestrian trails. Now multiple uses are respected. Some of the trails are along road corridors, and others are not. The typical standard in rural areas is an equestrian trail behind (on the property side of) the sidewalk.
- It is important that standards address accessibility of trails, especially multi-use trails.

Strengths

- Relationship with Metro Vancouver Parks on greenways and trail land acquisition, planning and development.
- Reasonable distribution of existing and proposed trails, including a finer network within the urban area, larger network in rural area, including trails to and along the waterfronts, east/west and north/south links.
- Some fantastic trails – dykes (especially in PM), creeks, forests, parks, viewpoints.
- Safety on trails during peak times, e.g., weekends.
- Bike trail network is increasing.
- Trail construction with environmental standards.
- Some trails are interconnected and well-maintained.
- Some community groups have interest in a recreational corridor along 132nd Avenue, which could be taken into consideration as part of a Greenways and Trails Master Plan.

Challenges

- Classification system is unclear and inconsistent between MR and PM.
- Confusing distribution of existing and proposed trails in MR due to lack of complete mapping of trails in GIS.

- Lacking connectivity between trails.
- Lacking way-finding signage at ingress points for the trail/dyke system.
- Trail map is difficult to use, each trail separate, no comprehensive map, no mountain bike trail maps.
- Traffic volumes and speeds are making cycling, running and walking uncomfortable and unsafe along some roads.
- East Maple Ridge lacks walking routes along the road corridors.
- Lacking education of trail users in garbage/vandalism, which trails are for which user groups, and trail courtesy, also lacking trail patrol.
- Lacking opportunities for users of parks and trails to spend money, e.g., concessions, rentals.
- Lack of accessibility and facilities for people with disabilities on some trails, e.g., access onto dikes.
- Concerns about safety on trails due to the isolation of many of the trails.
- Disconnects among the agencies that manage trails; follow-up to the Metro Greenways process has not been consistent or continuous.
- Lack of bicycle parking throughout the community.
- As the trail network grows, the volunteers who have undertaken trail inspection and maintenance for many years are being challenged by the amount of work required to maintain the system.

Trends

- Extremely high interest in walking, as noted in the random community survey, Walk BC, focus groups and workshops.
- Translink's strategic planning demonstrates a change in the way of thinking at the regional level in that it acknowledges that cycling deserves a much higher priority than it has been given over the last few decades in regional as well as municipal planning.
- Increasing interest in all forms of cycling, including commuters, recreational, trail biking

Strategic Objectives

- Increase the number of different types of trails to accommodate more use, provide transportation alternatives, and to increase interconnectivity.

Recommendations

Process/Planning	<ul style="list-style-type: none"> • Prepare a more comprehensive Greenways System Plan for both communities, with public consultation, addressing on-road bike routes and off-road trails, including: a trail classification system with trail standards; map and database of existing trails, trail classifications, and phasing plan; and design guidelines including accessibility standards.
-------------------------	--

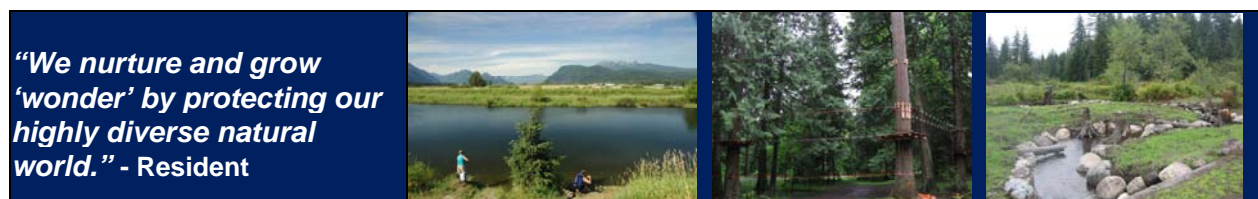
Land Acquisition	<ul style="list-style-type: none"> Acquire more greenway corridors, through the development process, purchase, and other opportunities as they arise, using greenways plans and the OCPs as a guide.
Capital Development	<ul style="list-style-type: none"> Continue to develop more trails, focusing on multi-purpose trails as a high priority. Specific routes to consider include: convenient, safe and direct east-west bicycle routes, Trans Canada Trail. Ensure that there are appropriate staging areas, e.g., with parking and washrooms, fully accessible, especially for major trails. Develop and install a trails (and parks) sign system that includes: identification, directional, instructional and interpretive information. Consider development of outdoor fitness parks/stations along trails corridors.
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, including rerouting and replacement of existing trails. Prepare a trail user courtesy code, and publicize this at all trail heads and on maps, brochures, and the Web site. Consider designating some roads as Scenic Roads, e.g., Kanaka Creek, 256th, in association with on-road greenways. Adopt the following qualitative criteria for evaluating potential greenway acquisitions and development projects: <ul style="list-style-type: none"> Completes a gap in the riverfront, Provides a trail within walking distance of residents who are currently unserved in this regard, Provides connectivity between parks, other trails or other destinations, Provides access to the riverfront, heritage properties, environmentally sensitive areas, or other unique properties, Ensure that trails will not compromise the integrity of environmental resources or water quality, Anticipated level of use is significant, Public supports the greenway, Funding partnership is available, e.g., Metro, developer, community group, bequest, Cost is low compared to the property value.
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, e.g., Nordic walking, trail running. Develop a program that introduces people to trails in their community.
Operations	<ul style="list-style-type: none"> Provide additional staff and resources for trail maintenance and for coordination of volunteer trail maintenance groups. Consider an “adopt a trail” program for support with maintenance, including sufficient staff and financial resources. Consider an increase in enforcement of courtesy codes along trails, especially in the busy months. Address urban interface issues affecting certain parks, e.g., invasive species, bear encounters, farm practices.
Advocacy /	<ul style="list-style-type: none"> Work with Engineering and Planning to incorporate bike routes into new roadworks projects.

Facilitation	<ul style="list-style-type: none"> • Encourage Engineering Departments to continue building bike lanes as part of roadworks projects. • Continue to work closely with Metro Vancouver and other organizations on implementation of the greenways strategy and on the development of “blueway” corridors along the rivers. • Explore opportunities for riverfront trail implementation through Experience the Fraser. • Continue to work with organizations, e.g., Haney Horsemen, MR/PM Chapter of the Vancouver Cycling Coalition, recreational cyclists, who assist in development and stewardship of trails. • Encourage the provision of more secure bicycle storage facilities throughout the community. • Work with the BCIT Forest Association Woodlot to formalize and promote mountain bike trails on their property. • Work with Ministry of Tourism on greenways and trails links on Crown land. • Continue to work with the Engineering Department to improve pedestrian and bicycle opportunities, especially in areas currently lacking these, e.g., 240th, 272nd, Old Dewdney near dykes, Dewdney Trunk Road east of 240th. • Work with Translink to improve bus access to major trails. • Support local business opportunities near trail heads, e.g., food concessions, bike/kayak rentals.
---------------------	---

2.4 Environment

Description

MR and PM are endowed with an abundance of trees, rivers, creeks, lakes, wetlands, dykes, and wildlife. The communities are located with a beautiful natural environment, ranging from forested mountain slopes to agricultural land and major creeks and rivers. This range of biogeoclimatic zones is represented in the parks. Throughout the communities, there is an urban forest, and healthy ecosystems supporting healthy people. CERI, an environmental restoration group, estimated that there are 300,000 trees on municipal land in the urban areas.



Analysis

Standards

- Pitt Meadows has mapped its environmentally sensitive areas (ESAs), which include waterways and wetlands. Much of the municipality is within the ALR and the floodplain.

- MR has undertaken comprehensive mapping of its environmental resources, with map layers including: GVRD ecosystems, unique ecosystems / habitats, habitat patch size and significant movement corridors, protected areas and features, habitat ranking and significance, significant ecological functions, vulnerable hazard areas, and aquifers. The District is embarking upon the preparation of an Environmental Management Strategy.

Strengths

- PM and MR have mapped areas with significant environmental value, including watercourses and wetlands.
- OCPs identify proposed environmentally sensitive areas for protection within conservation areas as development occurs, and both have policies related to protection of environmental resources.
- Connectivity for wildlife; opportunity and mandate.
- Environmental officer/departments in both communities.
- MR has a contract with Environmental Restoration Association for planting of trees in environmentally sensitive areas.
- MR PLS has arborists.
- Citizen commitment to environmental issues; environmental organizations are developing.
- Support for groups in the community to protect and manage environmentally important areas, in kind and financial.
- Most of the protected ESAs are within the regional, provincial and other agency lands, e.g., Codd Island, Blaney Bog, UBC Research Forest, environmentally sensitive waterfront (PM).
- Events help to promote education and stewardship, e.g., River's Day.
- Lots of agricultural space.
- Opportunities left to conserve.
- Wonderful Stories-Salmon/Katie.
- Setting Smart Growth goals.
- Laity farm, fish hatchery etc. conduct enhancement and education of school children
- Tree replacement bylaw in both communities.
- Metro and environmental groups have interpretive programs in parks.

Challenges

- Network of protected natural areas has not been acquired in the older developments in PM or MR.
- Invasive wildlife species i.e. bullfrogs, bass, many plants.
- Lack of coordination among environmental groups.
- Lack of a comprehensive and consistent approach to identifying and managing areas with significant environmental value.

Trends

- Importance of nature in the city for multiple reasons; emotional and physical health; clean air, land and water.
- Research has demonstrated benefits to health.
- Trend towards municipal protection of natural corridors, usually along creeks or steep slopes; these serve wildlife as well as human use and aesthetics.

Strategic Objectives

- Identify and protect areas with significant environmental value, and provide outdoor recreation opportunities where this is possible without negative impacts on the resource values.

Recommendations

Land Acquisition	<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.
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 on methods for requiring environmental information from developers, and using this information to identify natural open space for parkland, provided by 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.• Work with Metro to identify areas with significant environmental value appropriate for inclusion in parks, and to determine which agency is best suited to acquisition in each case.• Continue work with the Katzie First Nation, Kwantlen, Min of Tourism, Metro Parks, and other woodlot operators on recreation management of Blue Mountain.• Encourage Ministry of Tourism to undertake a recreation management study of Blue Mountain, including detailed mapping of ESAs and existing trails.• Work with Metro on planning for a staging area at Cliff Falls, including the possibility of replacing the ball diamond in another location.• Coordinate the provision of interpretive signs and programs with Metro.• Encourage collaboration among environmental groups and increased involvement of the community in stewardship activities.• Work to integrate environmental awareness with festivals and events, e.g., salmon festival.

2.5 Community Beautification

Description

Both MR and PM are involved in community beautification efforts, including: ornamental landscaped areas, floral displays, boulevards and street trees (for public art, refer to section 7.2). Major efforts to date include: both Spirit Squares, banners and hanging baskets in the Maple Ridge Transit exchange, South Bonson horticulture areas, and four “Welcome to Maple Ridge” signs with landscaping (based on branding and new logo).



Analysis

Strengths

- Communities in Bloom program was good for the community re: community pride.
- Beautification can help to build community pride, especially when the community is involved in the effort.
- PLS puts a significant amount of effort into beautification work.
- There is an inventory of street trees, which is being put into digital form.

Challenges

- Horticulture display beds in small parks are expensive to install and maintain, and they don't get high exposure.
- Horticulture requires additional resources i.e. staffing.
- Horticulture practices don't always address sustainability, e.g., water saving landscaping, wildlife friendly, provision of shade.
- Communities in Bloom evaluations were difficult for Maple Ridge due to a perceived lack of consistency in the program.
- The inventory of street trees requires updating.
- There is no Urban Forest Master Plan.
- Operations budgets have not kept pace with new street tree plantings.

Strategic Objectives

- Pursue beautification projects that build community pride and address sustainability.

Process/Planning	<ul style="list-style-type: none"> • Develop an inventory of street trees, with a tool for managing maintenance, replacement, etc. • Prepare 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, e.g., Dewdney Trunk Road curves. • Investigate the status of the Communities in Bloom program and the potential benefits of reinstating it; if appropriate, reinstate the program, recognizing that this requires resources. • Identify opportunities for sustainable beautification projects, e.g., xeriscape gardens, food gardens.
Operations	<ul style="list-style-type: none"> • Ensure that resources are available to maintain park and boulevard displays prior to their development. • 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. • Investigate the possibility of adding fruit trees on streets and in parks, potentially in collaboration with the Food Security Committee.

2.6 Park Design and Development

Description

MR and PM have many parks that instill pride. New and upgraded parks are being designed with community input, e.g., Webster's Corner Park, MR Town Centre infrastructure. (Note that park design and development issues are also addressed in other sections, including: Events and Festivals, Tourism (boat launches, MR campground).



Analysis

Trends

- New types of park facilities, e.g., youth parks (see section 3.6), mountain bike skills parks (see section 3.6), exercise stations (some focused on seniors) (see section 3.7).

Strengths

- MR and PM together offer a variety of parks supporting all age groups.

Challenges

- Safety and security concerns
- Lack of park information – on maps and on site
- Older park identification signs – don't reflect new branding or sign standards (best practices)
- Lacking restroom facilities in park system
- Horseshoe park facility limited
- Not enough multi-use parks, more than just playgrounds for small children, e.g., “green gym equipment”, walking trails around parks
- Some parks are not very accessible to those with mobility challenges

Strategic Objectives

- Design parks to be safe and with opportunities for a wide variety of activities, age groups, and ability levels, keeping current with trends.

Recommendations

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, including considerations for accessibility.• Develop and install a parks and trails sign system that includes: identification, directional, instructional and interpretive information.• Place more and better bike racks in municipal parks to encourage people to cycle to the park.
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., provide loop trails wherever possible, consider the character of the park, design interesting surfaces and plantings that support informal play, protect natural areas.• Design all parks with consideration for CPTED principles, balanced with the need to protect environmental values.• Review the distribution of washrooms in parks and along trails, and prepare a plan for adding more if needed.• Review trends and consider progressive and new park uses, especially those focused on seniors, youth, and dogs.• Ensure that all park design and development respects environmental resources, including watersheds and aquifers, a particular concern in Thornhill.• 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.

Individual Park Development Recommendations

- In addition to the recommendations for existing parks below, development of proposed parks is also required.

Albion Park	<ul style="list-style-type: none"> • Implement the Master Plan for this park; include mountain bike skills park and trail, field upgrade, sport court, water park, and caretaker residence.
Albion Sports / Fairgrounds	<ul style="list-style-type: none"> • Update and finalize the 2002 draft Master Plan for this park, with public and stakeholder consultation; consider use of properties along highway, spectator seating, more fields (including artificial turf), indoor fieldhouse, community garden, youth park, loop paths.
Fraser Riverfront at Port Haney	<ul style="list-style-type: none"> • Prepare a Master Plan for this park.
Harris Park	<ul style="list-style-type: none"> • Prepare a Master Plan for this park, with public and stakeholder consultation; consider youth park, relocation of sport court, future of pool, looped walkways.
Lions Park, Maple Ridge	<ul style="list-style-type: none"> • Connect walkway as part of a loop to increase use.
Horsemans Park	<ul style="list-style-type: none"> • Add amenities; expand or improve access (bridge).
Maple Ridge Park	<ul style="list-style-type: none"> • Prepare a Master Plan for this park, with public and stakeholder consultation, including consideration of the City-owned land to the north of the park. Review use of campsite considering it is close to residences, not used much (overflow for Golden Ears, cubs, scouts), and has no showers (passes are given to the Leisure Centre), breaks even.
Pitt Meadows Athletic Park	<ul style="list-style-type: none"> • Prepare a Master Plan for with public and stakeholder consultation. Consider walkways, with more loops, and other uses to complement sports fields.
Silver Valley	<ul style="list-style-type: none"> • Consider Local Service Area to maintain the stormwater swales and other landscape areas and small neighbourhood parks.
Whonnock Lake	<ul style="list-style-type: none"> • Once property acquisitions are complete, update and implement the Master Plan, with public and stakeholder consultation; plan to include a walkway around the lake, environmental protection areas, interpretive opportunities, clubhouse for canoe and kayak club.

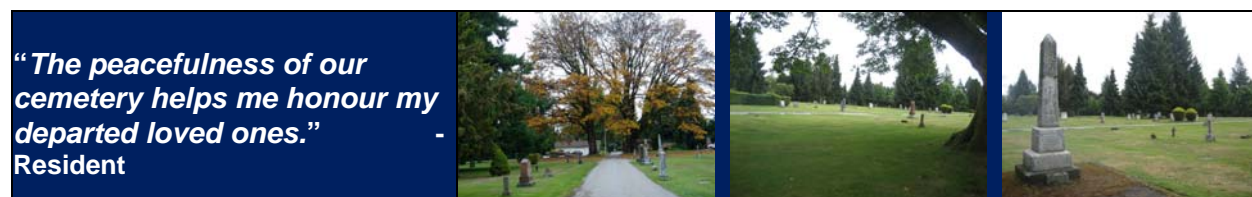
2.7 Cemetery

Description

Two cemeteries have served Maple Ridge for nearly 130 years. The Lee Cemetery, located in Whonnock was originally used by the early pioneers. The Maple Ridge Cemetery, consisting of approximately 6 hectares of public property, is the major cemetery in the community. In 2006, 562 people died in Maple Ridge; in-ground burials totalled 72 or 13% of the interments in Maple Ridge Cemetery; 87% were cremations. The smaller and much older Lee Cemetery is seldom used, accommodating only about two or three burials per year.

Maple Ridge commissioned a Cemetery Master Plan in 2008 (Lees + Associates Landscape Architects). By the year 2025, the cemetery will require 0.88 hectares of additional land, and by 2035, a total of 2 hectares will be required to meet projected interment needs.

Pitt Meadows does not have a cemetery, and they pay much higher fees for a plot in the Maple Ridge cemetery than Maple Ridge residents. This is because Maple Ridge taxpayers subsidize cemetery operations.



Analysis

Trends

- Rising death rates in Maple Ridge will lead to an increased demand for cemetery services in the District over the next 20 years.
- There is a trend towards columbaria and intensive forms of cremated remains interment.

Strengths

- The Maple Ridge Cemetery is a relatively attractive site, with several heritage trees located on the site.
- An Artist in Residence designed an interesting gate for the cemetery.
- Four properties adjacent to the cemetery may allow for cemetery expansion, if they can be acquired.

Challenges

- The Maple Ridge Cemetery has drainage issues in the traditional (in-ground) burial area.
- There is no designated communal commemorative space.
- Columbaria, ossuaries and family vessels are interment options for cremated remains that are not presently offered in Maple Ridge.
- Marketing of cemetery services in Maple Ridge is virtually nonexistent, similar to the situation with other PLS services.
- There is no one on site to deal with the public or the funeral side of the cemetery.
- The LEES report notes a concern expressed by funeral home professionals and the community that many people do not know there is a cemetery available for their use in Maple Ridge.
- Pitt Meadows lacks a cemetery or memorial garden.

Strategic Objectives

- Expand, update and market the facilities and services of the Maple Ridge Cemetery.
- Move towards acquiring an additional site to meet future needs.
- Evaluate options for Pitt Meadows in terms of a cemetery or memorial garden.

Recommendations

Land Acquisition	<ul style="list-style-type: none">• Acquire the 4 lots adjacent to the Maple Ridge cemetery to allow for expansion.• Acquire a new property for use as a future cemetery, if the opportunity arises.
Capital Development	<ul style="list-style-type: none">• Implement the recommendations of the Cemetery Master Plan for upgrading and updating the cemetery site.
Management	<ul style="list-style-type: none">• Update the Cemetery Bylaw to account for differing interment trends and to align with the Provincial Cemetery and Funeral Services Act.• Formalize the policy regarding ornamentation and ensure that it is consistently applied by staff and Council.• Identify and evaluate options for Pitt Meadows in relation to participation in the Maple Ridge Cemetery or some other memorial opportunity, e.g., a Pitt Meadows cemetery or memorial garden.
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, including provision of a computer on site for tracking burial records.

3.0 OUTDOOR RECREATION FACILITIES



3.1 Sports Fields and Ball Diamonds

Description

A summary of the sports fields and ball diamonds in the communities is as follows:

- **Sports Fields** - 2 lit synthetics, 2 lit all weather (gravel), grass fields: 17 Class A, 3 Class B, 7 Class C
- **Ball Fields** - 18 Class A, 6 Class B, 10 Class C

The following are the primary fields:

Albion Sports Complex

- Fall / Winter – 1 football field, 3 soccer fields, and 2 lit gravel fields
- Spring / Summer – 3 softball fields (2 lit), 3 baseball fields (1 lit), 2 lit gravel fields
- fieldhouse with washrooms, referee, concession, storage, trail connection to fairgrounds
- Turf fields at this park can accommodate 6 games/week maximum to retain turf quality.

Pitt Meadows Athletic Park

- Fall / Winter – 5 soccer fields, 2 mini soccer fields
- Spring / Summer – 4 baseball fields, 4 softball fields

- 5 new fields - 1 slopitch, some baseball and softball (1 full soccer, 2 super 8) no lights
- concession and washroom building,

Rotary Sport Field / Samuel Robertson Technical Secondary School

- Multi-Use artificial turf field (145m x 70m)
- parks and school land, joint use agreement
- 2 washrooms accessible from outside the school
- Lighting times have been an issue for the neighbours of Rotary Field –extending hours of play to 10:00 p.m. Monday, Tuesday, Wednesday and Thursday allows for two games in one evening as opposed to one and increases practices from 24 teams per night to 30 teams per night.

Westview Secondary School

- Artificial turf field – 2 years old, trail around perimeter with fitness circuit, berm, porta potty (no washrooms)
- parks and school land, joint use agreement

Merkley Park / MRSS

- Lit gravel field
- Summer grass field
- 2 ball diamonds
- MRSS – new 8 lane track

Harris Park

- 4 diamonds, 1 lit soccer

Hammond Stadium

- Stadium seating burned down in 1972, never rebuilt, user group wanted to build 500 seats, didn't get grant, District committed \$250,000, club will borrow \$325,000 from District, pay back over time, 1/3 of budget
- 2 baseball diamonds
- 2 good quality soccer fields

Telosky Stadium / Thomas Haney Secondary

- 2 sand-based turf soccer
- 1 turf (poor condition)
- 2 softball (overlapping)

- 1 softball non-overlapping with older lights
- 1 other softball Class C

“Community sport is central to the development of community spirit.”
- Maple Ridge Parks & Leisure Website



The Maple Ridge and Pitt Meadows Sport Field Association was formed to make recommendations to the Parks and Leisure Services Commission regarding suggested field improvements, emerging needs for all field sports, and plans for future facilities. Each of the Maple Ridge / Pitt Meadows sport groups is represented on the Sport Field Association. The association is comprised of both adult and youth organizations of baseball, slo-pitch, softball, field lacrosse, football, rugby, track and field, ultimate, archery, Special Olympics, and soccer. The registration base for these groups was 7,626 in 2008.

The funding sources for sports fields are as follows:

- no charges to youth for grass fields,
- artificial turf fields – youth pay \$20/field/year, adults \$40 for 2 fields; the money is held in reserve for surface replacement,
- \$4 million in cash and services was raised through the “Fields for Kids” project to construct new playing fields.

Operations considerations are as follows:

- A Sport Field Closure Policy has been developed to protect grass fields; limiting use on fields translates into more use over the long term which results in better supply.
- Artificial turf fields are favoured over natural fields in order to keep sports fields in a safe and playable condition throughout each sport season.
- Mini/smaller soccer field utilization could be increased. Changing the field direction from north/south to east/west periodically improves field quality.
- Soil-based fields hold up far better than sand-based fields unless use is kept to a minimum (i.e., good old fields such as Hammond, Old Harris South 1950 drain well).

Analysis

Trends

- Like every municipality, Maple Ridge and Pitt Meadows are struggling with supply because of high demand.
- Registration numbers increased by 5% from 2004 to 2005, and growth is continuing, especially in soccer.

- BC Soccer's new regulations including Super 8s (8 players per team instead of 11) resulted in 40 new teams in MR/PM, increasing needs for field time. The new regulations also require more smaller fields for games.
- Soccer is increasing in popularity among adults, and is played year round, causing extra strain on fields.

Standards

- PLS conducted a review of the supply of artificial turf fields in 2006, with the following results:
 - Metro Vancouver 1 / 60,000 pop
 - Burnaby, Coquit, Richmond 1 / 40,000 pop
 - Port Moody 1 / 14,000 pop
 - West Vancouver 1 / 22,000 pop
 - MR / PM Current 1 / 45,700 pop
- Maple Ridge and Pitt Meadows may need to exceed typical standards due to the age demographic, i.e., the more youthful population compared to many other communities in Metro Vancouver.
- Currently with only two artificial turf fields, each club gets 1.5 hours of practice time per week on an artificial turf field; high level players need more time. Elsewhere in Metro Vancouver, the average level of practice time ranges from one to two hours.

Strengths

- Creation of the Sport Field Association, plus Active Community Network with a sport representative; as a result PLS's relationship with the sport community is growing.
- PLS is responsive to needs.
- With limited funds, good service and facilities are provided.
- Low cost access to fields for users.
- Community games and tournaments support economic growth and development, and tourism.
- Programs exist to provide access to everyone.

Challenges

- Limitation of resources to meet user group expectations for facilities and services.
- School sport fields are not used to their potential, often due to their condition and/or size.
- Many playing fields are inferior due to their age combined with a lack of appropriate maintenance, e.g., irrigation and drainage systems in poor condition, uneven surface, thick thatch layer limiting plant health.
- Pesticide-free environment is a maintenance challenge in relation to maintaining sports fields.
- User groups would like to have a regional sports facility.

- User groups would like to have year-round baseball facilities and an additional artificial turf field.
- User groups would like more fields with lighting.
- User groups would like to see more change rooms, washrooms, and spectator stands.
- User groups are frustrated by field allocation based on registration not number of teams. Sport clubs are allocated field time based on each club's total registration from the previous year's registration number.
- Softball groups: fields are not sufficient for Western or Canadian championships. Sport specific fields rather than shared uses would lengthen the season.
- Slo Pitch: lights are outdated and unsafe at Telosky main diamond, field is too short. Maintenance on fields could be improved. They desire longterm plan for new diamonds such as Softball City; short term plan for better lighting at Telosky Main diamond and maybe lighting Telosky B so it doesn't interfere with soccer fields.
- Baseball: some facilities for baseball are old and outdated, e.g., non-level playing fields at Selvey and Ruskin.
- Soccer: Require more outdoor game fields, another artificial turf field for practices (extremely short of practice facilities), a larger budget for natural grass field reconstruction to improve drainage. Suggestions include a stadium at Albion and replace sand at Albion with turf.
- Track and Field: the newly renovated track is excellent and much appreciated with the exception of disc throwing area; needs include more storage, improved disc throwing area, improved stands and change rooms.
- Rugby: need more practice times, upgrading of current fields for more use by sports group e.g., Selvey.
- Archery – Indoor: does not accommodate enough room for archers and spectators for tournaments; Outdoor: needs include room for spectators, power, disabled washroom, and ability for wheelchairs to get from parking to field.

Strategic Objectives

- 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.

Recommendations

Land Acquisition	<ul style="list-style-type: none"> • Acquire land for expansion of sports near the Albion Fairgrounds (see Parkland Acquisition).
Capital Development	<ul style="list-style-type: none"> • Continue to completely upgrade one grass field per year, varying locations to the west, central, and east each year. • Build another artificial turf field at Pitt Meadows Secondary School per 2006 field study recommendation. • Improve and add support facilities, e.g., spectator stands, washrooms, change rooms, as determined in consultation with user groups.

	<ul style="list-style-type: none"> • Develop new sports fields near the Albion Fairgrounds.
Management	<ul style="list-style-type: none"> • Work with the Sport Field Association, and include the School District, in annual reviews of field time allocation, considering the new soccer regulations, timing of lights on artificial turf fields, and other topics. • Work with the Sport Field Association to determine priorities for field upgrades, and priorities for new field facilities, e.g. spectator stands, washrooms, change rooms. • Work with sports groups to identify opportunities to maximize play, e.g., seasonal allocations, sharing of facilities. • Explore the potential need to expand programs that support equitable access to sports fields. • Review user fees with the Sport Field Association, considering fees in other municipalities, and support for equitable access.
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 applications for grants and other funding for facility development. • Encourage and support user groups in taking on more responsibility for maintenance. • Identify more opportunities for the sharing of resources with the School District. • Ensure that new secondary school sites are large enough for a full-size sports field, and that new elementary school sites are large enough for a medium size sports field. • Encourage the Sport Field Association to review field allocation policies.

3.2 Urban Agriculture

Description

Urban agriculture includes community gardens, commons, demonstration, and education centres. They are most often areas where individuals or groups assume responsibility for developing and maintaining plots in which they plant vegetables and /or flowers. Community gardens are an appropriate amenity in community parks. Gardening is both a social and a fitness activity that spans all generations. Gardens provide important neighbourhood gathering places promoting sustainability, neighbourhood liveability, urban greening, community building, intergenerational activity, social interaction, crime reduction, exercise, and food production.



There are three community gardens in parks: PM Community Garden, Agriculture Fairgrounds, and Pioneer Park. The community also supports the School Neighbourhood Garden Project. Glenwood School Neighbourhood Garden is in its second year of operation and Blue Mountain Elementary is in the garden planning process. The goals of the project are: to teach our children and our citizens the importance of food security; to implement school curriculum through an active, breathing, living garden; to grow and produce food; to create connections between neighbourhoods and schools; and to build individual and community capacity. The school garden project is guided by a community steering committee with representatives from: SD #42, Fraser Health, the CEED Centre, Community Kitchens, the Haney Farmers Market, the Canadian Cancer Society, and PLS. The key to this model is the long term commitment to sustainability of the gardens.

The Haney Farmers Market held in Memorial Peace Park is in its fourth year of operation. A farmer's market allows farmers, food producers and their customers to interact face-to-face at the point of purchase. In addition to the focus on food security, the market provides opportunities for community members to connect on many levels. It has become a community meeting place which inspires community identity.

Analysis

Trends

- Gardening is the number one recreational pastime of 72 per cent of Canadians, lending to the appeal of community gardens for all ages. (Source: Go For Green: The Active Living Environment Program) (Page 7 of A Seat at the Table).
- As more than one-third of Canadian gardeners are aged 55 and older, community gardens help seniors stay active and independent, an important consideration given that BC's seniors' population is expected to double by 2031. (Source: BC's Ministry of Community, Aboriginal and Women's Services) (Page 7 of A Seat at the Table).
- Urban agriculture is a major trend in many parts of North America; with food security, education, healthy eating, sustainable use of land, recreation and social benefits.
- Demonstration farming is a trend. Saanich redesignated a farm from a Utility Zone to a new Rural Demonstration Farm Zone then leased the farm to the newly established Haliburton Community Organic Farm Society. This group is developing the farm as an educational site that will serve the entire community by providing a model of small-scale organic production. (Source: A Seat at the Table pg. 8)

Strengths

- There is potential for many more community gardens.
- There is a significant level of interest in community gardens, and the existing sites are enjoying a high level of success.
- Elementary school gardens are a valuable part of the curriculum.
- School neighbourhood garden opportunity exists at every elementary school site,
- Valuable physical, social, recreational activity.
- Food production promotes food security and self sufficiency.
- Takes the place of private yard space for higher density residential development, making urban living more pleasant.
- Brings under-used land into production.
- Improves access to fresh food, particularly important for some seniors and those on low incomes.
- Creates healthier diets and promotes physical and mental well-being.
- Brings people together and is enjoyed by people of all ages, incomes, culture and knowledge base.
- Improves the environment by reducing “food miles”, packaging, and waste.
- Improve the well-being of the community by supporting opportunities for the community to connect around food at community gardens and the farmers market.
- Fosters integration of the generations.
- Promotes community action on principles of a sustainable food system for all.
- Many potential locations for urban agriculture exist in existing parks; opportunities may also be available as interim uses of vacant land

Challenges

- Community gardens require management and support, e.g., preparing the land, providing soil, building and designating plots, providing water, power, washrooms and other infrastructure; organizing membership, codes of conduct, activities, etc.
- Recognizing urban agriculture and community gardens as a “valid recreational activity” worthy of support (funds).
- Lack of long range planning for integration within parks and schools.
- Challenging to designate suitable land that is convenient or is transit accessible and has quality soil.
- Challenging to obtain good infrastructure services such as water.
- Lack of visibility causes security concerns, vandalism, damage.
- Lacking involvement by more neighbours/residents.
- Short-term availability of some lands creates uncertainty and undermines investment.

Strategic Objective

- Recognize the multiple social, physical and recreational values of urban agriculture, and increase the number of opportunities, especially in higher density areas.

Recommendations

Capital Development	<ul style="list-style-type: none">• Continue to provide funding for initial garden installation, and services such as power and water.• 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, including criteria for site selection, and a process for community consultation.• Pursue adoption of a zoning bylaw to allow community gardens as a permitted land use in all zones, except natural parks or environmental conservation areas (see example from Saanich described in <i>A Seat at the Table</i> pg. 8).• Explore the initiation of a community farm society to help in the development of a community farm garden.• 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, including information on food security, the value of local farming, and organic or pesticide-free food.
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.• Work with schools and community groups to identify suitable land for the development of community gardens.• Encourage the creation of more community gardens on under-used District land.• Work with the planning department to encourage community gardens in private developments, especially multi-family.• Continue and expand the School Neighbourhood Garden Project to create more community gardens at and with schools.• Coordinate parks development efforts in coordination with recommendations in the Agriculture Plan with respect to community gardens, farmer's market, and demonstration farm project.

3.3 Dog Off-leash Areas

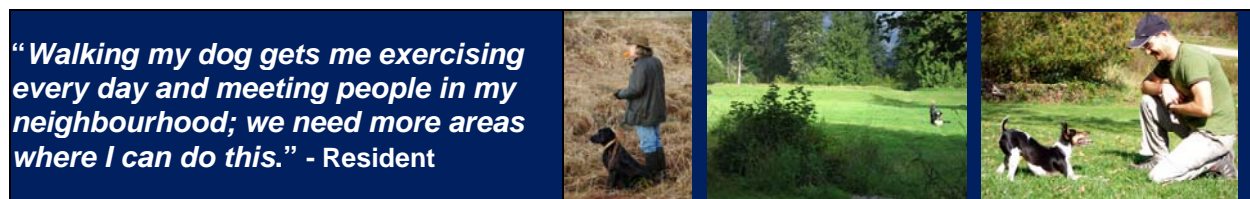
Description

City bylaws state that all dogs must be on leash. There is currently only one official dog off-leash area: a fenced dog off-leash area in Hoffman Park. Dog bags are provided, and 880,000 bags were used in 2007. Unofficially many more areas, including the dykes, are used for off-leash dogs. Problems are occurring on the dykes, including improper dog etiquette, and conflicts between different types of users.

In 2009, PLS conducted a survey regarding dogs in parks. There were about 220 responses to the Web survey, which was advertised in the- newspaper and at a public meeting (attended by about 70 people). The following is a summary of the findings:

- Highest number of respondents prefer an open grass area (64%), close to natural forest trail (56%),
- Most important amenities: dog waste receptacles (average rating 3.63/4), dog bags (average 3.51), parking (average 3.02), completely fenced (2.79), grass surface (2.69),
- Preferred size 2 acres – 42%,
- 78% would support an increase in the cost of a dog license to provide funding for off-leash areas; 49% would be willing to pay an extra \$5, 40% would be willing to pay an extra \$10,
- Most (37%) think a 10 minute walk or drive is a reasonable time to get to a dog off-leash area, but 80% indicated a range of 10 – 20 minutes as reasonable,
- Most (70%) think 1 to 5 km is a reasonable distance to walk and 55% think 5 to 10 km is a reasonable distance to drive to a dog off-leash area.

PLS has identified a few possible dog off-leash areas, including Hammond Stadium and Thomas Haney.



Analysis

Trends

- Increase in dog ownership, major issue in many municipalities and parks.
- Metro Vancouver facilitated the Canine Conundrum workshops and reports.
- Wide range in dog off-leash park design:
 - Open grass area within a park – no barriers, flexibility, doesn't address problem dogs (that shouldn't be off-leash anywhere),

- Fenced areas – grass or wood chips, single or double gates,
- Montreal example - fenced dog park surrounded by other uses, composters and scoops all around the park.
- Some dog off-leash parks are for certain hours only.
- Some dog off-leash trails and beaches exist, some are time or season-limited, “all paws on trails” is another management method.

Standards

There are wide variations in the number of dog off-leash areas provided in municipalities and universal standards do not exist. The following table provides some comparisons:

City	Population	# of Dog Off-leash Areas (DOLA)	DOLAs per Population	Land Area (hectares)	DOLAs per Land area
Victoria	78,057	12	1 DOLA/6,505 pop	1,942	1 DOLA /161 ha
Saanich	108,265	7 (before 9am May-August)	1 DOLA /15,466 pop	10,344	1 DOLA /1,477 ha
Oak Bay	17,908	3	1 DOLA /5,969 pop	1,038	1 DOLA /346 ha
Nanaimo	78,692	3	1 DOLA /26,230 pop	8,930	1 DOLA /2,976 ha
Vancouver	578,041	32	1 DOLA /18,063 pop	11,471	1 DOLA /358 ha

- *Population numbers taken from BC Stats Census 2006
- *Land Area taken from Stats Canada

A study of dog off-leash areas in 60 cities in the U.S. (Trust for Public Land, 2007) found there to be an average of 1 DOLA/166,666 population, and a median of DOLA/133,333 population. MR and PM may be low in off-leash areas because of the dyke system, where there is a lot of off-leash use.

Strengths

- Dog owners and their pets are a large and important user group. Pets often provide the impetus for people to visit parks, to exercise, to have fun, to bridge generations, and to socialize with others visiting the park. This in turn improves the health of both the individual pet owners and the community as a whole. Dog owners are often trying to meet multiple needs when visiting a park and may be trying to exercise their pets, get exercise themselves, and provide an outing for children at the same time.
- Opportunity for corporate partnership, e.g., doggy bag sponsorship.
- Opportunity for recreation events that are fun and educational, e.g., Doggy Dash with costumes.

Challenges

- Issues related to dogs in parks are complex, and include concerns about the impacts of dogs on ecologically sensitive areas and wildlife, the perception of safety for other users, public health, and conflicts on pathways.
- Few designated off-leash dog parks, no beaches or trails.
- Dog walkers do not always respect the courtesy code.
- Sports fields are sometimes used by dogs.
- Dogs on dykes are causing problems.
- Dogs chasing bikes.
- Community doesn't have a strong pet culture.

Strategic Objectives

- Increase the number of dog off-leash areas, and place them strategically to serve as many people as possible.

Recommendations

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.• Identify locations for dog off-leash areas. Top priority is existing parks, large enough to accommodate this use along with others, open grass areas, not adjacent to environmentally sensitive areas.• Work with surrounding community on the design.• Organize fun and educational programs with dogs, possibly as part of neighbourhood events.
Operations	<ul style="list-style-type: none">• Ensure there is funding to maintain additional dog off-leash areas.

3.4 Courts

Description

There are 11 parks that have tennis courts, and 12 parks that have basketball/sport courts. The major concentration of tennis is at Thomas Haney, where there are 5 courts, a club and public access. The tennis club currently uses the lawn bowling club's washrooms for events; they are proposing a clubhouse of their own.

Other court facilities include: Pitt Meadows Athletic Park has 4 tennis courts and one sport court; Brickwood Park has 2 tennis courts and one sport court; ball hockey use overflows to the tennis courts after tennis hours); there is a renovated sport court at Pitt Meadows Elementary completed as part of civic complex project.

“My children like to wheel their tricycles around the paved court in our park.”
- Resident



Analysis

Trends

- Tennis is mainly occurring in parks with larger numbers of tennis courts; this is typical in most communities.
- Sport courts are becoming more popular, meeting multiple needs, e.g., basketball, ball hockey, tricycles, bicycles.

Strengths

- Courts seem to be meeting needs.
- Thomas Haney has space for 3 more courts.

Challenges

- Some courts are older and require upgrading.

Strategic Objectives

- Provide the community with access to the desired types, locations and quantities of courts, and maintain them in a safe, usable condition.

Recommendations

Management	<ul style="list-style-type: none"> • Where tennis courts need upgrading, consult with the community to determine if tennis court should be upgraded or replaced with a sport court. • Consider paved sport courts as a potential facility when upgrading or developing neighbourhood parks.
Capital Development	<ul style="list-style-type: none"> • Upgrade or replace tennis courts as needed.

3.5 Playgrounds and Spray Parks

Description

MR and PM have playgrounds in many parks. The playground equipment is on a replacement cycle of 15 to 20 years, though some equipment is older than that. There are two spray parks; at Maple Ridge Park and Harris Park.

“I’m amazed at the entertainment value the spray park provides for my kids; I get to enjoy their laughter.”
- Resident



Analysis

Trends

- Trend is to have some fully accessible components within all playgrounds.
- Play equipment is lasting longer, lengthening the replacement cycle.
- Spray parks are becoming more popular as outdoor swimming pools are on the decline. To maximize their success, spray parks need an adjacent dry playground, sun and shade, a picnic area, and washrooms.

Strengths

- There are many playgrounds.
- There is physical accessibility to elements within various playgrounds.

Challenges

- Physical accessibility in playgrounds could be increased and improved.
- Playgrounds require replacement of expensive parts and topping up of the surface, in addition to complete replacement.

Strategic Objectives

- Ensure that play facilities are available in all neighbourhoods, and that spray parks are well distributed.

Recommendations

Capital Development	<ul style="list-style-type: none">• Develop a new spray park, per Albion Park Master Plan.• Develop a new spray park in the MR civic centre.• Develop a new spray park at Hammond Stadium when the outdoor pool is closed (see section 4.1).• 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.

3.6 Youth Parks

Description

The community's premier youth park is at Thomas Haney. It includes a skatepark with street elements and bowl, and gathering areas around the edges. Local youth were involved in the design. The leadership development (mentorship) program has been very successful at the facility. There is also a BMX facility at Cottonwood Park, on the far west of Pitt Meadows.

There are currently no bike skills parks. The capital plan has provision for two mountain bike skills parks; one in PM, next to the BMX park (there are ALR issues), and another in MR at Albion Park, to include a skills area and dedicated mountain bike trail.

Previous reports to Commission recommended three levels of youth action parks:

- Neighbourhood Level - small areas with some simple skate (paved) or bike (dirt) features that provide opportunities in neighbourhoods; these can be added to existing neighbourhood parks and incorporated into new parks.
- Community Level – the THSS park is an example of a community level, with a variety of features that attract youth from the surrounding neighbourhoods.
- Destination Parks - this level would include a greater variety of opportunities, potentially including skateboarding, BMX, basketball, etc., and would attract from the whole community.



Analysis

Trends

- Health Canada indicates that obesity and inactivity in children/youth is at dangerously high levels, with the Surgeon General announcing that this may be the first generation to not outlive their parents. Research and focus groups report that recreation is not adequately providing the opportunities that youth are interested in, hence providing facilities for the “Youth Action Sports” (skateboarding, rollerblading, BMX, mountain biking, basketball, multi-purpose courts, to name a few) is an important response to this issue. The new THSS Action Park provides evidence of the value of these facilities, with the continued high interest and use.

- An important trend is combining facilities for youth where possible, addressing different skill levels and interests, e.g., bike skills parks next to trails, youth parks adjacent to indoor youth facilities.

Strengths

- The THSS Youth Action Park has been very successful due to the following:
- The criteria used to identify the site were carefully researched to determine the appropriate location, e.g., good sight lines, lots of natural surveillance, in an area where there is already “noise”, in an area where different uses complement each other, not too close to homes;
- A community advisory board was formed to make decisions, support operation of the park, and conduct public education. Membership includes: school principal, Parent Advisory Committee Chair, School Leadership Student Council, local skateboard and BMX’ers, RCMP, representative from the Maple Ridge-Pitt Meadows Youth Centre Society, and parents of youth action park users. This has been invaluable for addressing issues and fundraising for additional amenities.
- Perhaps the major key to the success of the Action Park was the extensive process of engaging youth, and parents, in the decision-making processes regarding the location of the park and design components and features. Six schools in the area surrounding the park were visited regularly during the planning process to give the youth an opportunity to provide input to the design. They also brainstormed ideas on how they could contribute to keeping the park clean, safe, etc. The concept was to encourage the youth to take responsibility. As a result of that involvement, the youth have taken “ownership” of the facility, and the leadership (mentor) program is highly successful.
- The positive comments about the park today include: how users take responsibility, excellent etiquette by users (e.g., taking turns), mentorship by more skilled skaters of younger and less skilled skaters, etc.
- When the parking garage in PM is built, there will be an opportunity for a multi use skate facility tied to the youth centre.

Challenges

- Many youth don’t have access to a youth park.
- User groups would like to have another BMX park/ bike skills park.
- The PM skate park was removed in September, 2008 due to construction of an underground parking area; capital plan replacement is scheduled for 2011. Although the skate park was not ideal (small, design didn’t meet a range of needs, location caused problems when facility was closed), the lack of this facility in Pitt Meadows until 2011 will likely cause challenges with skaters using inappropriate spaces to skate.
- Public perception was negative at the outset of planning and during the early days of use at THSS.
- Establishing the leadership program and maintaining the amount of supervision desired by the community to ensure a safe environment, especially during the early stages of the park opening, was taxing on Youth Services resources. This could partly be due to THSS being a new facility; it has been under major scrutiny until the community becomes educated to see that the skate park

can be a safe welcoming place that meets a broad range of needs (ages and skills), and that it may become more self regulating. Resources are still required, though at a reduced level.

Strategic Objectives

- Distribute the three levels of youth parks throughout the community to serve as many youth as possible.

Recommendations

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. • Add neighbourhood level facilities for youth at existing and proposed neighbourhood parks where opportunities and interest exist.
Management	<ul style="list-style-type: none"> • Involve youth in the planning and design of youth parks.

3.7 Equestrian Facilities

Description

There is a significant amount of equestrian activity in the area, primarily in Maple Ridge. The horse riders make use of trails, which are discussed in Section 2.3, as well as specific facilities which are described below.

The Maple Ridge Equi Sport Centre is the “hub” facility in the community for equestrian activities. It is adjacent to a large parcel of privately owned land which is leased by the Centre for hunter/jumper events throughout the riding season. The Centre also uses land which is part of the North Alouette Greenway that was recently purchased by Metro Vancouver and Maple Ridge.

The Maple Ridge Fairgrounds Master Plan anticipates the development of an indoor ring and more permanent stables at that location. The North Fraser Therapeutic Riding Association recently requested an opportunity to construct a facility at the fairgrounds which they would lease for \$1 per year from the Commission (District of Maple Ridge). They would share use of the building with other groups who need access to the facility when it is not used by the Association.



Analysis

Strengths

- The equestrian community is active and engaged in the community, running facilities and assisting in maintenance of trails.
- Riders from the community have excelled in high-level competitions, including the Paralympics.

Challenges

- The equestrian community is limited by the lack of a therapeutic riding facility and land adjacent to the Equi Sport Centre.

Strategic Objectives

- Support the equestrian community in acquiring the facilities they need to deliver quality services.

Recommendations

Land Acquisition	<ul style="list-style-type: none">• Acquire the private lands adjacent to the Equi Sport centre and the North Alouette Greenway to ensure continuation of the equestrian opportunities in that part of the community and to provide an additional staging area for access to the 136th trail and dyke network.
Capital Development	<ul style="list-style-type: none">• Link equestrian facilities with equestrian trails.
Management	<ul style="list-style-type: none">• Encourage and support the North Fraser Therapeutic Riding Association in the development of a facility at the fairgrounds site.

3.8 Other Park Facilities

Description

There are many facilities in parks, in addition to those described in the previous sections (see section 4.1 Aquatics for information on the outdoor pools). Facilities available for reservations and rental include: park shelters (at 6 parks), bandstand, Port Haney Wharf, and MR municipal core. There were 3,266 hours of use rented in 2007, and use continues to increase.

At the Albion Fairgrounds, facilities include: commercial space, exhibition space, kitchen, beef barn, dairy barn, 5 rings and outside field. These facilities were used for 5,493 hours in 2007, and this was estimated to increase in 2008.

The Ridge Canoe and Kayak Club (RCKC) have been offering canoe and kayak instruction, use and regattas for 28 years. Their facilities include a boathouse, boat storage, and docks at Whonnock Lake, associated with the Whonnock Community Centre. The club has a proposal to build the Whonnock Lake Paddling and Recreation Centre. This facility, with municipal and neighbourhood support, could allow for delivery of a wide range of services in east Maple Ridge for all age groups in fitness, exercise, youth leadership, and outdoor sport and recreation.

Other park facilities include:

- lacrosse at Thomas Haney and Maple Ridge SS,
- lawn bowling at Thomas Haney, hosted National Seniors in 2008,
- Maple Ridge Secondary School – expanded 6 lane to 8 lane track, with a rubber surface – 50/50 cost share with School District, there is a small grandstand at the track,
- Maple Ridge Campground – open from May 1 to Aug 31 – 1,298 sites were rented in 2007, and expected to decrease in 2008.



Analysis

Strengths

- Diversity of park facilities available free and for rent.
- Very few natural amphitheatres such as Deer Lake in the Lower Mainland; Jackson Farm has a natural bowl, possible opportunity for this.

Challenges

- Various park facilities, e.g., washrooms, park shelters, are aging because they were constructed more than 20 years ago.
- There is an increased expectation of service when a rental fee is paid, e.g., cleaning of park shelters prior to use.
- High and increasing costs of vandalism, theft of copper wire, and graffiti.
- Currently the Whonnock Lake boat house is too small to provide adequate boat storage, change room facilities and dry land training.
- The community does not have adult exercise equipment, which is a new trend that has become popular among seniors and younger adults in many communities.

Strategic Objectives

- Continue to provide a variety of facilities in parks to support multiple uses, staying current with trends.

Recommendations

Capital Development	<ul style="list-style-type: none">• Continue to include caretaker residences in major parks.• Consider an adult exercise equipment circuit in a park that is fully accessible and close to a population of seniors.
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 to assist with overseeing of park activities, and increase the organized activities offered in neighbourhood parks, e.g., after school programs, summer camps, exercise programs, generated through neighbourhood organizations.• Consider a seasonal full-time park attendant in busy municipal parks.
Advocacy / Facilitation	<ul style="list-style-type: none">• Encourage and support the RCKC in their efforts to build a new centre at Whonnock Lake.

4.0 INDOOR RECREATION FACILITIES



Overview Description

Maple Ridge and Pitt Meadows have a wide variety of indoor recreation facilities. Like many communities across Canada, some of the facilities are aging and are in need of upgrading. The following table illustrates an overview of the supply of facilities in relation to population, compared to a typical recommended service standard. Each type of facility is addressed specifically in the following subsections.

The recommended service standards are based on the supply of facilities in communities of similar size and or community composition. These communities included, but were not limited to: City and Regional District of Nanaimo, City and Township of Langley, Halifax Regional Municipality (combination of urban, suburban and rural characteristics), and Lower Mainland.

Community & 2006 Population	Lower Mainland 2,104,600	Abbotsford 135,000	Coquitlam 114,600	Delta 100,000	Langley (both) 120,000 approx.	Mission 33,000	Port Coquitlam 57,000	Surrey 400,000
Arenas/ Sheets of ice	Approx 81; 1/26,000 with private; range from 1/11,300 in Delta to 1/50,000 in Surrey	5 (3 Municipal)	2 + Planet Ice	5 +4 @ Planet Ice	3	2	2	8; 3 stand alones; 1 3 sheet; 1 2 sheet
Indoor Pools	33 -1/63,800 7 are 50 m - 1/289,000	2	2; 1 50 m	3	2; 1 50 m	1	1	4 (1 50 m); + 1 YMCA;
Outdoor Pools	32 – 1/65,770	2	3	2	2	ND	2	7
Fitness Centres	No Data	2	2	2	4	1	1	3
Gyms	No Data	ND	2	0	1	1	0	6.5
Youth Centres	No data	ND	1	ND	ND	ND	1	2

Figure 6: Facility Supply Comparisons

Indoor Recreation Facility Type	Current Supply	Recommended Service Standard	Facilities Needed	Comments
Multi-purpose recreation centres	2 Pitt Meadows FRC; Maple Ridge LC; 1 per 45,000 population	1 per 45,000 population	Extensions to Pitt Meadows Family Recreation Centre	Third major service centre will be needed in future; planning should begin
Arenas	2; 5 sheets of ice surfaces, 1 of which is undersized; 1 per 22,500 population excluding small sheet	1 sheet per 18,400 population	Increase amount of subsidized ice time With growth, review need for an additional ice sheet at Planet Ice	PM Arena requires refurbishment; RFP is under review
Aquatics	1 Maple Ridge LC; 1 per 90,000 population	1 pool per 45,000	1 additional indoor aquatic facility in Pitt Meadows	A new aquatic facility is recommended in feasibility study

Dedicated Youth Facilities	2 youth centres, large and small, Greg Moore and PM FRC; 1 per 45,000 population		Expand Youth Centre at PMFRC with active space provision	Dedicated youth space should be included in any new multipurpose facility
Gymnasias	2; 1 per 45,000 population	1 per 45,000 population		Need expanded public access to school gymnasias
Seniors' Centres	1 (26,500 SF, 2000 members, approx. 13 SF per member); 1 facility per 90,000 population		1 additional for Pitt Meadows	Dedicated seniors facility for PM should be provided, size per member consistent with current supply
Fitness facilities	2; 1 per 45,000	1 per 45,000 (normally attached to large multipurpose facilities)	Expand fitness centres at both locations; East Maple Ridge needs more adult group exercise space	
Curling facilities	1, 8 sheet facility	1 club per community		Golden Ears Curling Club is a partner organization
Arts and Cultural Facilities	1 - ACT, S. Bonson under construction			Need for more programming space in PM
Museums	2 museums housed in 5 heritage buildings		Initiate planning for a new Museum for Maple Ridge	
Indoor Fieldhouse	0	1 field per 30,000 to 45,000 residents in the Lower Mainland	2 or 3 indoor fields	Surfaces can be suitable for indoor soccer, lacrosse, ball hockey and major events

Figure 7: Recommended Facility Supply Standards

Overview Analysis

The communities of Maple Ridge and Pitt Meadows are growing, and there is increasing demand for indoor recreation facility access. Many residents have strong preferences for locating some forms of indoor recreation close to their homes. Major community-wide recreation assets are also desired.

It is time to begin planning for a third recreation service centre. Acquiring land for the facility in the Albion / Thornhill area should be considered. Based upon opportunities for partnering and maximizing options, locating the new major service centre next to a secondary school is encouraged. In addition, east Maple Ridge currently has a need for fitness services. Phased development may be appropriate with higher priority facilities, e.g., fitness facilities, before the end of this plan's time frame.

Random surveys (multiple choice and open-ended responses) as well as focus group input, suggest that many Pitt Meadows residents support a new aquatics facility in Pitt Meadows. Additional facilities for Pitt Meadows that are needed include: a new Seniors Centre, an expanded Youth Centre, and additional programmable space for arts and cultural programs and services. All of these elements could be provided within an expanded PMFRC.

Expanded public access to after school gymnasium access is essential in both communities.

Minor Hockey and other ice user groups have expressed concern regarding the volume of ice time available at a subsidized rate. Further information on this topic, along with recommendations, is contained within the arenas section.

Indoor fieldhouses, some also event centres, are becoming more popular throughout Canada. Although this type of facility is relatively new to the Lower Mainland, trends in sports indicate that this type of facility would be highly effective in serving needs not adequately met by gymnasias. Further information on this topic, along with recommendations, is contained within the indoor sports section.

Strategic Objective

- Ensure that indoor facilities meet the needs of the combined communities.

Recommendations

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 for municipally owned, operated, and contract managed and partner facilities, such as the following (see Figure 8):			
	Neighbourhood Local Facilities	Satellite Centres possible joint use one centralized with other feeder facilities	Hubs for multipurpose or specific indoor recreation uses	Regional
	<ul style="list-style-type: none">access to neighbourhood schoolscommunity hall access	<ul style="list-style-type: none">youth centresseniors centresoutdoor pools	<ul style="list-style-type: none">aquaticsgymnasiasfitness centresarenasyouth centres	<ul style="list-style-type: none">curlingACTMuseum(s)Indoor field-house / event centre
	<ul style="list-style-type: none">Whenever new facilities are developed or contemplated, review and adjust the business plans of similar existing facilities.When planning facilities and services, give the highest consideration to the provision of a range of opportunities.			

Regional Facilities	<ul style="list-style-type: none">Highly specialized facilitiesDesigned for spectator use, targeted activities and specialized interestsServe the entire two communities and may have a broader reach to include tourismMay be one of a particular type of facility for the regionResponds to formal activities and interests, specific markets and organized/structured groupsAcceptable travel times would be within 30 minutes from within the two communities via drive time; public transit access within 20-25 minutes and walking/biking over 30 minutes from many areas within the communities
Hub Facilities	<ul style="list-style-type: none">High market demand; serving a population of one per 45,000Provides for a continuum of skill levels from introductory to advanced skill refinementPrimarily focused on local competition and recreational uses for the communitiesResponds to both organized and informal activities and interests.Acceptable travel times would be within a 15 minute drive time; access via public transit within 20- 25 minutes and walking/biking within 15- 25 minutes

Satellite Facilities	<ul style="list-style-type: none"> • Targeted activities and specialized interests • May be one of a few particular type of facility depending on market demand • Acceptable travel time may be similar to Hub Facilities
Neighbourhood Facilities	<ul style="list-style-type: none"> • High local demand • Respond to local needs • Acceptable travel time within 5 -10 minutes for vehicles; walking and biking within 1- - 15 minutes

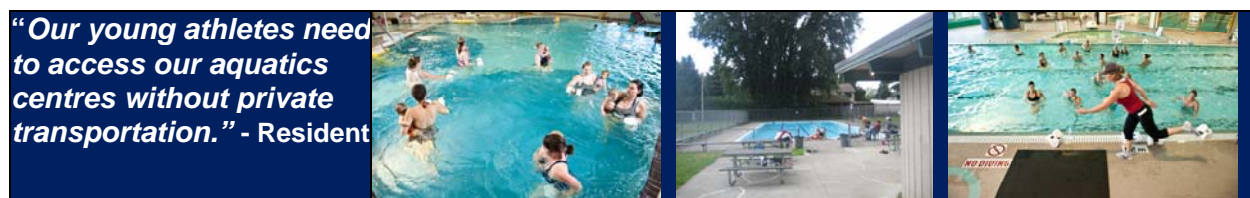
Figure 8: General Characteristics of Facility Types

4.1 Aquatics

Description

Currently there is one indoor pool located at the Maple Ridge Leisure Centre, with the following components: 2 tanks, 25 metres each; a dive well, and a leisure pool.

Other facilities in the same building include: a fitness centre and small physiotherapy clinic, a gymnasium, and the Greg Moore Youth Centre. At the time of original construction, this facility was deemed a pioneer for indoor aquatic service provision. The facility has been renovated and expanded over time. The facility is immensely popular with the residents of both communities.



A Needs Assessment for an Indoor Aquatic Centre in Pitt Meadows was conducted in 2004/2005 (PERC). The report concluded there was a need for another indoor swimming pool in Pitt Meadows. The suggested location was adjacent to the Pitt Meadows Family Recreation Centre.

The existing indoor pool is a traditional style operation, dedicating specific hours for lane swimming, provision of aquatic programming, general play, and rentals throughout the day and evening. Based upon review of current utilization statistics, the pool is already over maximum capacity. The swim rate range per capita in many similarly sized communities ranges from approximately 2 to 6 visits per year. Most communities do not exceed 5 visits per year per capita. Swim rate per capita here is higher than in some of those communities. MRLC has approximately 5.32 visits per resident of the combined communities.

Total paid admissions for the Leisure Centre in 2008 were 359,298. This is up significantly from the time of the Needs Assessment study which identified a total of 321,363 uses at MRLC for 2003. Combining both admissions and facility rental participants, there were in excess of 490,000 uses of MRLC in 2008. The 2005 Needs Assessment identified reasonable capacity for MRLC at 480,000 swims per year, and stated that servicing residents in a quality manner will become more challenging

due to overcrowding at peak demand times. MRLC participation exceeded the forecasted maximum capacity in 2008.

Based upon the total marketplace demand, MRLC has exceeded expectation by surpassing capacity. The facility has been able to attract some of the suspected customer loss that may have otherwise chosen to go to other communities' pools. It has also continued to develop some new swimmers, albeit in cramped spaces. The facility cannot fully meet the frustrated and latent demand, as identified in the Needs Assessment for an Indoor Aquatic Centre in Pitt Meadows.

Subsidization per swimmer for 2008 was approximately \$1.28, down significantly from the \$3.11 subsidy per swim in 2003. This value is lower than the \$1.54 forecasted subsidization level at capacity forecasted in the 2005 Study. The current subsidization level illustrates the efficient nature of the MRLC and the increasing tension and challenge of attempting to provide service while constantly being over capacity at peak demand times.

As identified in the 2008 PLS Community Survey, 69% of Maple Ridge and 57% of Pitt Meadows households, for a total of 67% of households, used the Maple Ridge Leisure Centre during the year. This is a 4% higher utilization when compared to the 2005 survey, which in turn was 4% more use than indicated in the 2002 survey.

The Community Survey provides a clear high priority for another swimming pool. In the question asking participants what top-of-mind facilities they would like to see added to the recreation inventory for the two communities, a pool received support from 44% of PM respondents and 4% of MR respondents. Another swimming pool was identified as the highest priority for a new facility. This was the case even though a specific list of facility options was not provided.

One concern is how use can be improved for Pitt Meadows residents while responding to priorities for aquatic programming. A new indoor aquatics facility is seen as the best option for increasing participation in aquatics for PM residents.

The opening of the new Golden Ears Bridge will not likely affect interest in developing an indoor pool for Pitt Meadows. The closest indoor pool over the bridge to the south is Walnut Grove in Langley. This pool is not much farther away than distances people will normally travel to regularly use an indoor pool, however the toll is a barrier that may preclude regular use, e.g., lessons, clubs, fitness. Residents of Pitt Meadows may use indoor pools in neighboring communities more often than residents of Maple Ridge, and use the indoor pool in Maple Ridge less often than Maple Ridge residents.

The Indoor Pool Feasibility Study recommendation was to proceed with the development of a new multi-purpose aquatic facility in Pitt Meadows in the 2009 to 2010 timeframe. Although the Maple Ridge/Pitt Meadows area is one of the few in the Lower Mainland without a 50 metre competition/leisure pool combination available to its residents, the recommended pool model was for a combination leisure and "short course" 25 metre pool. Both of those recommendations are still valid.

While the cost to build an expanded PMFRC will be significant, it will be less than for a stand-alone facility since the Pitt Meadows FRC already exists, with change rooms, administration areas, gymnasium, meeting rooms, and a fitness facility, albeit inadequate. The PMFRC was designed to

accommodate the addition of an indoor pool, and the area for that facility has been set aside. In addition, the larger ongoing operating costs will be shared by a much larger population than in Pitt Meadows alone as a result of the joint leisure services agreement.

A new indoor aquatic centre could affect the Maple Ridge Leisure Centre's business operations, positioning service strategy, and customer experience service mix. This will need review prior to the development and eventual opening of the new aquatic complex.

On February 15, 2005, Pitt Meadows Council adopted the following recommendation: "that Council, upon the recommendation of the Council in Committee, endorse the recommendations contained in the Professional Environmental Recreation Consultant's report on an indoor/outdoor pool addition to the Pitt Meadows Family Recreation Centre, subject to financial capability being approved in future long term financial plans of both municipalities, noting that the final alternative facility configuration will be determined at a later date; and further that sufficient land area be left adjacent to the Family Recreation Centre in the interim period to ensure all alternatives can be accommodated."

There are two older outdoor swimming pools in the communities, one at Hammond Park, and one at Harris Park. Both pools are small, and they were built in the 1960's, so the infrastructure is aging and would require significant expenditures. Participation is contingent upon good weather. Because of their age and condition, attendance is declining.

The Hammond and Harris Road outdoor pools attracted 6,970 admissions in 2008. This volume and swim lesson registrations were somewhat lower than in the previous year. Water leakage from the pools is an ongoing issue. Many communities facing the same repair and maintenance issues experienced by PLS have decided to either reinvest in these pools or shift operations to their more efficient indoor pools. The financial level of support for the two pools is more than the 2008 budget set aside for marketing and communication for PLS. Many communities have focused outdoor aquatic service provision on spray parks. The 2005 Assessment Study recommended inclusion of a spray park as a component of an indoor/outdoor transition area. This is still a viable and recommended option for replacement of the outdoor pools.

Analysis

Standards

- The supply of indoor pools is far below typical standards.

Trends

- Maple Ridge and Pitt Meadows, like most Canadian communities, have very old outdoor swimming pools. These pools are now requiring extensive life cycle upkeep or replacement. Many communities in Canada are choosing not to reinvest in upgrading outdoor swimming pools when the facilities have gone beyond their reasonable life cycle. The rationale for this decision varies by community but some of the consistent thinking includes: the old rectangular shaped pools are too deep for most participants who wish to experience an outdoor aquatic element, splash and play parks are deemed more appropriate; the required level of subsidization is high for a short season; there are higher priorities that yield a better return on investment in terms of active wellness and lifestyle promotion. Outdoor pools in the Lower Mainland are weather dependent. It is difficult to manage water chemistry and keep out airborne microorganisms that

may cause closure of the pools; revenue is inconsistent due to occasional inclement weather; the outdoor pools are more difficult to staff due to shift changes as a result of inclement weather, often the staff at the outdoor pools are less experienced and not as able to manage water chemistry. Numerous reports across the nation have documented closure of pools due to health concerns as a result of poor water management.

Strengths

- The MRLC is very popular and is liked by the community. The high customer satisfaction level is especially encouraging considering the heavy use demands placed upon the facility.
- Drop-in use is available at the MRLC leisure pool, hot tub and other facilities at all times.
- Community is attached to the outdoor swimming pools.
- Staff leadership of the MRLC operations is deemed highly efficient and effective.

Challenges

- PM residents have a strong desire for an indoor pool in PM.
- There is substantial use pressure on the MRLC pool, resulting in challenges providing sufficient rental times and public use opportunities.
- Due to crowding, the overall level of customer satisfaction may decrease as might the customer use.
- The aquatic user groups in the community feel there should be a Maple Ridge and Pitt Meadows Aquatic Committee to present a coordinated and organized voice to decision makers. They would further like to see a commitment to true community partnerships to help balance needs. The groups represented would value additional time for rentals in a new pool for training and hosting of events.
- The outdoor swimming pools are aging, tanks are leaking, and season is short. Repair or replacement cannot be justified in the long term.
- Funds for capital development of an indoor pool are not available. The capital costs may be beyond the capability of the smaller of the two partners to fund on their own. Since the need is driven by the combined population, and more significant population growth in MR in the future, a capital cost-sharing arrangement may be necessary to fund the facility.

Strategic Objectives

- Provide sufficient and equitable access to aquatic recreation opportunities for all members of the community.

Recommendations

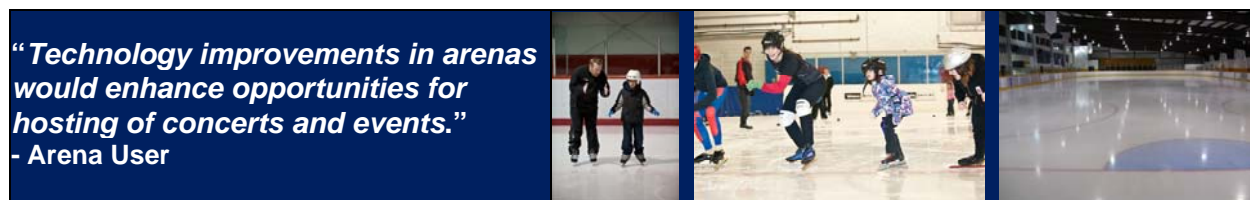
Process/Planning	<ul style="list-style-type: none"> • Prepare a revised strategic business plan for the Maple Ridge Leisure Centre in consideration of the proposed aquatic centre development in Pitt Meadows. • Prepare a business plan for possible closure of the outdoor pools, as they
-------------------------	---

	<p>require extensive retrofits, with any possible closure coordinated with the opening of a new indoor swimming pool.</p> <ul style="list-style-type: none"> • 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. • Begin planning related to an aquatic facility in the future service centre on the east side of Maple Ridge.
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, working with user groups to ensure program and use needs are met. A combination leisure pool and 8 or 10 lane 25 metre competition pool is the preferred option, with additional facilities which complement the aquatic play elements in adjacent communities. • Decommission the existing outdoor pools, in association with the new aquatic complex at PMFRC. Consider small non-supervised spray parks in the current outdoor pool locations. • 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. • Evaluate and monitor the aquatics services of nearby communities. • 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.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Explore opportunities for acquiring access to use of the Walnut Grove pool for MR/PM competitive swimmers.

4.2 Arenas

Description

There are two arena complexes within the communities, Planet Ice and the Pitt Meadows Arena. Together, they have 5 ice sheets, of which one is undersized. Both arenas are contracted out to the private sector for management services. Planet Ice is an investor/operator in the Maple Ridge facility. RG Properties, the Planet Ice developers, constructed the facility, provided furnishings, supplies and equipment for Planet Ice, and paid DCC's, while the City of Maple Ridge contributed \$2 million and the value of the land for the project. The term for management and operation may stretch to 2038 with renewal provisions. The City agreed to purchase or rent a certain volume of ice each year which would then be available at subsidized rates for selected community groups. Thereafter the groups are responsible for renting ice at commercial rates.



PLS assumed operation of the Pitt Meadows Arenas after previous operators failed, and awarded a service management agreement to an independent contractor at that time. The facility has numerous code violations, a large number of rundown areas, and has not been clean in the past. The deteriorating facility needs a continuing lifecycle overhaul or replacement of key elements in the future.

The two arena complexes draw users from the two communities. In 2008, there were 16,490 recorded public skating admissions to the arenas. Skate lesson registrations totaled 1,960. Registration by sport user groups who rent ice remains constant and significant. Registration growth may be restricted due to a lack of preferred and affordable ice time availability. Dry sport participation may also be siphoning away prospective registrants. The 2008 Community Survey showed that 46% of respondents used the Planet Ice facility in 2008, while 30% used the Pitt Meadows Arena.

Sport user groups rent approximately 7,105 hours of ice per year. The Commission currently allocates 40% of the ice time, and the remaining 60% is purchased directly from the arena operators. The volume of ice controlled and allocated by the Commission is approximately 60% below what other communities control for their user groups. It is understood that the Commission will consider correcting this anomaly during the next business planning cycle.

The Golden Ears Curling Club functions as an independent entity operating the curling facility. The club has a lease agreement with PLS at a very nominal rate. The facilities are booked as dry floor space in the summer to groups and special events such as the recent Seniors Games in 2009. The club is required to provide access during the summer months for up to 20 days per year for dry floor activities with no revenue generation capacity. This significantly restricts revenue optimization during the summer months.

Analysis

Standards

- Some ice groups state that there is a need for a third arena complex with two or more sheets of ice. There is no evidence that this assessment has been tested nor verified by any independent means. All prime time and shoulder time ice is at capacity; some of this in Pitt Meadows is rented to groups from outside the communities. A more complete assessment may be needed to verify the need for additional ice surfaces. If it is required, there is capacity to add another sheet to Planet Ice.

Strengths

- Planet Ice is a popular facility.
- PLS is the most customer-centric and service-oriented of the booking agencies, being flexible and supportive to the needs of the groups. Sport groups prefer to deal directly with PLS for ice time purchase.
- Multiple ice surfaces in one facility are economical, allowing one ice machine to service two or three ice sheets.

- As of late 2009, Pitt Meadows Council is in the process of committing funds for upgrading the Pitt Meadow Arena.

Challenges

- The condition of Pitt Meadows Arena was considered poor at the time consultation was conducted.
- There are significant issues regarding the control and allocation of ice time to user groups, e.g., three different booking/return procedures and policies for ice rental in the area among three booking agencies. This causes confusion and sometimes elevates costs. On occasion a sport group has not been able to return ice for a refund. Groups have concerns about long term fixed contracts with private operators for purchase of ice, that don't offer flexibility if priorities or needs shift due to weather, change of game times etc.
- Community sport groups have varying levels of dissatisfaction with the private model for service delivery of ice to the community. They are interested in finding solutions to put them on an equal "playing field" with other communities who have adopted a municipal model of arena management. Most communities within the Lower Mainland offer more subsidized ice time than in Maple Ridge/ Pitt Meadows.
- There are fewer tournaments and sport tourism opportunity promotions compared to other communities of the same size, due to the significant cost barriers associated with ice rental at commercial rates.
- Ice users wish to have more ice secured at subsidized rates. Some groups are unaware of the subsidization support provided for those who are economically disadvantaged. There are questions about whether the groups have sufficient financial capacity to continue buying ice at the higher private rates.
- Groups would like access to another sheet of ice, especially during prime time. Groups for minor sports cannot benefit from early morning or late afternoon ice slots during the week due to the significant volume of coaches and parents who commute outside of the communities.
- Ice user groups have difficulty promoting sport registrations and developing advertising and marketing materials.
- The Curling Club has challenges generating sufficient revenues to effectively operate the facility.

Strategic Objectives

- 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.

Recommendations

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; ensure it is equitable for groups Review current contract documents with all service contract parties, strengthen where appropriate, and monitor activities in a more cohesive concentrated manner. Review ice rental booking policies and cancellation procedures among the three booking organizations, standardize these, and introduce one common booking procedure designed with the customer in mind. Compare ice rental rates with those of other communities to determine if ice user groups are paying higher fees than in surrounding communities, and adjust rates if warranted. Ensure sufficient management time is available to oversee private sector and non-profit contracts, and to provide support to address user needs. Review Golden Ears Curling Club compensation for dry floor facility use for special event use during the summer months.
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. Work with partners to reinforce the need for improved cleanliness of the arenas. Encourage good neighbour relations between Planet Ice and the Golden Ears Curling Club.

4.3 Fitness/Wellness Facilities

Description

There are two existing fitness facilities located in MR and PM, both of which are attached to a larger multi-purpose facility. Fitness service provision within the large multi-purpose facilities allows for economies of scale, expanded user opportunities and more multi-generational activity.

The Maple Ridge Leisure Centre (MRLC) fitness centre has become very popular and is often congested. On occasion, LC staff has initiated a “one user out before another can come in” procedure to reduce overcrowding in the space. The fitness centre within the Leisure Centre also serves the needs for rehabilitation and physiotherapy.

The PMFRC fitness centre is extremely small and offers limited community fitness and wellness services. The variety of equipment is very limited. Economically the space cannot warrant designation of staff to provide advice and support for patrons.

Service provision for specialized health fitness and wellness is by contract. Group exercise programming is provided by contract service providers with core competencies focused on areas of programming.

The 2008 Community Survey indicated that respondents were active: approximately 50% of adults stated they were active at least for 30 minutes 4 or more times per week; 60% of school age children were active at least 30 minutes 4 or more time per week. Those adults with income less than \$60,000/year were less active than those making more than \$60,000 or \$80,000/year. This reflects the primary issue for lack of participation cited by people; a lack of time for those earning higher salaries.

Analysis

Standards

- Services which offer multiple amenity options are limited, and large pent-up and latent demands for public fitness/wellness services are anticipated in the community. Capacity use forecasts for the fitness centre could be expected at 15 to 20 minute use cycles per piece of exercise equipment during prime time. The fitness facility has a high recovery rate.

Trends

- There is a definite trend towards public access fitness services across the country. One of the primary purposes and values of these public fitness centres is to counteract the obesity epidemic. These publicly operated centres offer opportunities for socialization, introduction to active living, basic skills development for leisure time pursuits in fitness and active lifestyles, and promotion of fitness and wellness. Demand for public fitness services is currently high and growing not only in Maple Ridge and Pitt Meadows but throughout communities in Canada. While specific data on the supply of public fitness centres in other communities is not available, the current and growing use levels indicate that growth will be sustainable.
- Publicly operated fitness facilities are seen as stable, consistent providers of service to a wide cross- section of the population. The number and type of commercial fitness facilities changes much more regularly than public centres. Participants in large multi-purpose public fitness facilities appear to like the diversity of amenities under one roof (pools, gyms and fitness services). Commercial facilities historically have not offered these types of multifunctional services. Public facilities encourage the general population to participate via a series of choices dependent upon their lifestyles (from drop-in to bulk pass cards to an annual pass), whereas many commercial facilities focus on an annual membership or pass. Publicly accessible fitness facilities are seen as much more accessible to the hard to reach populations served by PLS.

Strengths

- Maple Ridge Leisure Centre (MRLC) fitness centre is very popular. Rehabilitation/therapy services are a natural fit with major recreation facilities, especially a facility like MRLC with its pools and fitness room.
- Residents are active and enjoy fitness facilities and programs.

Challenges

- The MRLC fitness facility is subject to overcrowding due to the demands, and as the population grows, the demands will increase.
- There is a significant demand for fitness services at PMFRC that are not met by the existing facility.
- Exercise programming is very limited in East Maple Ridge due to a lack of appropriate facilities.

Strategic Objectives

- 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.

Recommendations

Capital Development	<ul style="list-style-type: none">• Construct a new fitness/wellness facility at the PMFRC. The fitness centre is recommended to be no less than 5,000 sq ft up to 10,000, so fitness/wellness facilities can meet diverse community needs for active living, health and wellness service provision; accessibility for all citizens, and for revenue maximization and cost efficiency A single large space with well laid out zones works better than several small rooms.• Upgrade the fitness centre in MRLC as needed and as recommended in the business plan.• 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, e.g., reduce the length of some programs to attract those who indicate time is an issue.

4.4 Indoor Multi-purpose and Social Facilities

Description

PLS operates gyms located in each of the two primary multi-purpose recreation and leisure facilities within the two communities. The gymnasium is the primary focus of the Pitt Meadows Family Recreation Centre. The gyms are full size equivalents of many junior secondary schools.

Numerous community halls are accessible to residents throughout the two communities. These facilities are not conducive to use for indoor sports, however they are important assets to local communities, and some introductory and neighbourhood level programming occurs in them. The halls also rent space to day care providers. Neighbourhood groups often look to PLS for help in programming. Continued use of these halls is encouraged in order to keep programming close to communities. The strategic programming partnerships with many of the community halls provide revenue to the halls for general operations.

"I would love to see more gymnasium time available for use by families and kids." - Resident



School gyms and multi-purpose rooms are mostly in the 25 elementary schools. There are after-school programs in 6 schools. Secondary schools have very limited access immediately after school.

The South Bonson Community Centre facility is slated for full use in 2010. It will include: activity rooms, a "community living room", kitchen, boardroom, and a main hall.

There are currently 27 identified banquet and social halls within the two communities. Four of the halls are commercial facilities, and 23 are non-profit or religious-based facilities. Hosting capacity ranges from small group meetings of 12 to banquets of 300. The ACT is a unique theatre-style seating facility. Fifteen halls have seating capacity for groups between 100 and 200. There are only two halls with the capacity to host 300; Meadows Golf and Heritage Hall. The arenas and curling club have the opportunity to host large scale events, but only when the primary ice use would not be compromised.

The number and size of commercial and non-profit/religious halls is relatively consistent with other communities in the region. Surrey and Langley, with a combined population approaching 600,000, have the majority of their 100 identified halls in the 100 to 200 seat range. They have 24 halls with seating capacity over 300. Four of those halls have a capacity of 1000 seats, 2 halls seat 800, 10 halls seat between 400 and 700, and 8 halls seat between 300 and 400. The vast majority of the 66 halls that have capacity of more than 200 seats in Langley/Surrey are commercial facilities combined with hotels, golf courses, or are stand-alone banquet facilities. The Nanaimo area (City and Regional District) has two facilities with capacity of in excess of 300; Beban Park Recreation Centre (approximately 300 seats) and the recently completed Vancouver Island Conference Centre (over 800 seating capacity).

The average size of wedding receptions and banquets across Canada ranges between 140 and 160 guests. Most other forms of event banquets are below 200 (excluding conferences). This corresponds very well with the size of halls and seating capacity in Maple Ridge and Pitt Meadows. The area is not well served for the market segment requiring over 300 seating capacity, however this market segment is relatively small. A commercial operator may find a market niche for a facility of over 300 seats in the area, provided the space was also convertible to smaller sound-proof areas. A facility of 300 seats combined with a hotel in a high traffic zone may be an opportunity for economic development in conjunction with sports or arts tourism.

In the past, Maple Ridge had a flexible public assembly space in its core area and it was very well used. There had been a plan to replace that space in a hotel adjacent to Memorial Park, but the project never materialized. Due to costs and other priorities, the Albion Fieldhouse is unlikely to be constructed until the end of the plan time frame at best.

Analysis

Trends

- A double or triple gym creates greater flexibility and program options.
- Indoor walking is becoming more popular as an activity for seniors.
- Indoor fieldhouses are becoming more popular throughout Canada, and they can help to address some of the services provided by gyms. Indoor fieldhouses are relatively new to the Lower Mainland. Prince George has a fieldhouse attached to the university. There are numerous indoor fieldhouses in Alberta and the east. These facilities normally host indoor soccer (with or without boards), football, box lacrosse, and ball hockey. Floor surface design can allow for multiple uses including event hosting, social functions and banquets. These sports are not well served by gyms. Indoor soccer and lacrosse are two of the fastest growing sports in Canada. Indoor soccer is a life-time sport; adult participation is growing substantially. Indoor soccer can have a smaller play surface than the outdoor game. The reduced size of the soccer field and the fact the game is played indoors out of the elements makes the game very attractive to adults. As there is no historical precedent for facility bookings, procedures could be established to ensure access to a wide range of participants.

Strengths

- Both PLS gyms are booked to capacity.
- The PLS gyms are popular and are well used throughout the week, even in neighborhoods with good access to school facilities.
- At the Maple Ridge Leisure Centre, drop-in soccer attracts a diverse mix of cultures in the 19 to 25 age range.
- School gyms have helped to meet some of these demands.
- Community halls can support neighbourhood level programming.
- Maple Ridge and Pitt Meadows are well served in the 100 to 200 seating capacity hall size, which is the most common size required.
- There is an opportunity for the site adjacent to Memorial Park to be developed as a multi-storey commercial and residential building with a flexible public assembly space on the ground floor accommodating 300 to 350 people. Potential uses of this space include: an indoor farmers market, banquets, conferences, and special events. The facility could be used in combination with ACT and Memorial Park, especially if the space could be opened up to the park to provide an ancillary covered area.

Challenges

- Due the extensive bookings by programs and general users in the two PLS gyms, many groups, including youth and children, cannot gain suitable access to the gyms. There is no space or time available to expand programming to meet existing demands.
- Provision of spontaneous/drop-in use in the gyms is restricted due to program demands and historical group bookings.

- Access to school gyms is inconsistent; it can be limited by lack of a custodian and other challenges obtaining after-school hour access.
- PLS staff are often required to help with programming in community halls, placing demands on resources.
- At the present time, there is no allocation policy or procedure for use of indoor space; allocation is based on historical practice rather than on any defined criteria or goals aligned with community benefits. New or emerging groups are effectively excluded from obtaining space, thereby restricting their potential growth. The lack of a booking policy makes it difficult to respond to shifting priorities and changes in participation.
- Respondents to the 2008 community survey identified many parks and recreation facilities as hard to get to. Survey respondents also identified a decreased sense of safety and security in recreation facilities. Affordability of general recreation services is increasingly a challenge for some people of lower economic means.
- There are no permanent social halls in the communities with seating capacity above 300, other than the indoor arenas and curling club when the ice is out.

Strategic Objectives

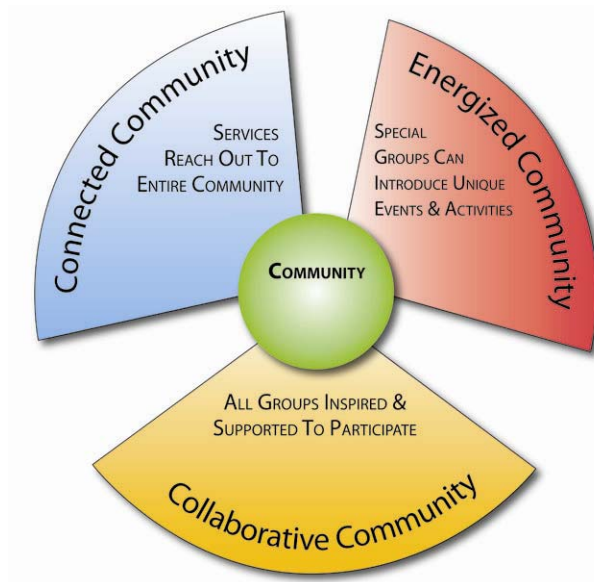
- Increase the provision of and access to indoor sports facilities, at the neighbourhood level and in larger facilities offering a wide range of organized and individual opportunities.

Recommendations

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. Complete the policy and implement it for South Bonson.
Service Delivery	<ul style="list-style-type: none"> • Work with Marketing and Communications to 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. • Continue promotion of activity and program registration in local halls to meet neighborhood needs.
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; use the community capacity building model (see Community Capacity Building section). • Work with volunteer leadership to ensure activity programming is conducted in professional manner. • Assist with devising strategic plans based on a social enterprise approach to management of the community halls, including identification of new

	<p>uses.</p> <ul style="list-style-type: none"> • Assist community hall associations in producing lifecycle plans for the community halls as many of the halls are aging and are now or will be in need of extensive repair or maintenance. • Encourage development of the site adjacent to Memorial Park as a multi-storey commercial and residential building with a flexible public assembly space on the ground floor accommodating 300 to 350 people, opening up onto the park. • Work with indoor sports groups on potential partnership arrangements for an indoor fieldhouse.
--	--

5.0 TARGET POPULATIONS



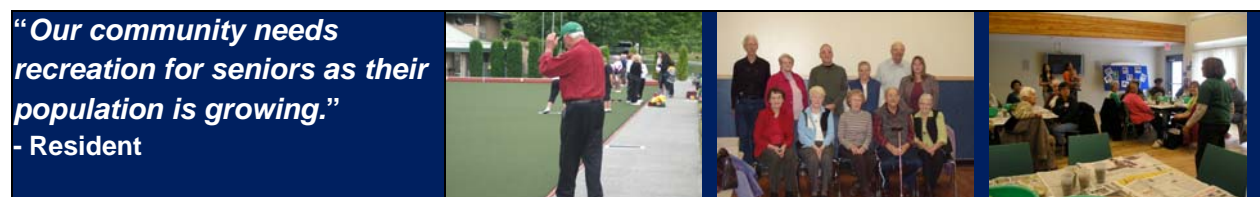
5.1 Seniors

Description

The 26,000 square foot Seniors Centre located in Maple Ridge includes multiple amenity spaces including a wood working workshop, a beauty parlour, pool/billiards room, and a general socializing area that also serves as a lounge for lunches, dinner and social events. The large multipurpose banquet room accommodates such diverse activities as table tennis, ballroom dancing, exercise to music, and carpet bowling. Various activity rooms are available for cards, games, crafts. The facility is managed by the Ridge Meadows Seniors Society on a fee-for-service basis with PLS. Membership ranges from 1800 to 2000.

A proposed Seniors Centre in Pitt Meadows has been indefinitely postponed due to residential market issues. It is hoped that the project will be resurrected once market conditions improve.

The 2008 Community Survey indicated that 13% of households used the Seniors Centre in 2008. The Ridge Meadows Seniors Society believes there has been an explosion of the senior population within the region over the past few years. There is a male/female gender gap with females outnumbering the males.



Analysis

Trends

- Key trends that are relevant to planning for future seniors' services for the communities include the aging population of the region, the new income gap created due to the current economic meltdown, the need for information and motivation, and the importance of accessibility throughout the community.
- Policy interventions that include social and human, as well as economic investments, can prevent unnecessary dependencies from arising.
- This generation of seniors is becoming serious about some of the challenges that face them as they grow older:
- Their level of education will lead to a demand for higher quality goods and services and they will demand more individualized choices.
- As the size of their families is smaller they will not have the family support in their old age that previous generations experienced.
- Women have become more empowered and will have a greater impact on the marketplace.
- Women's life expectancy is greater than males. They will live by themselves for longer periods as a result of high divorce rates and their longevity.
- They will still be seeking new experiences as they age, whether it is in work, food, travel, recreation or care.
- Seniors are far more likely to do other forms of "non-traditional" volunteering to help their children and families cope with higher costs of living and the need for most families to have a double income. Volunteering for baby boomers will probably take the form of unpaid services to family, friends and neighbours. At present seventeen per cent of over sixty-fives donate time to voluntary organizations.
- Older people offer rich real life experiences, well-honed skills, knowledge and wisdom. An important dimension of seniors is their diversity of interests, backgrounds and requirements.
- Active, usually younger seniors require access to information on retirement and financial planning, housing choices, social, education, recreational and employment opportunities and active lifestyle choices. Providing these types of services may increase participation at RMSS of the over 60 year age group.
- Frailer seniors require access to information, opportunities to socialize, and a wide range of appropriate services such as transport, meals, podiatry, home care, respite, gardening, home maintenance, nursing, and medical and residential support.
- The planning implication is that MR and PM will need to consider the use of community facilities for a more diverse range of community interests, where the interests of other ethnic groups and younger seniors should begin to manifest in new forms of community infrastructure.
- Demographic changes in population, changes in attitudes towards aging, increased life expectancy, improved medical intervention and changes in family support mean that regular monitoring of the changing needs is necessary to ensure that the service provision remains at the appropriate level.

- There are many opportunities for active/healthy/independent seniors to remain involved and there are many activities and facilities within the community that contribute to quality of life, e.g., recreational opportunities, both formal and informal, clubs, library services, entertainment and educational opportunities.

Strengths

- The Seniors Centre in MR is well used by seniors, especially the centralized gathering places for social interaction. The facility access and central location make it a powerful draw for seniors.
- There is high interest among seniors in various forms of entertainment (concerts, plays, movies etc); fitness activities that support the concept of Active Aging of seniors' populations; and educational classes that stimulate creativity and foster social interaction.
- PLS staff support is very much appreciated and warranted.
- The carving program is an example of an activity that is successful. The results of the efforts of some of the carvers can be seen in facilities throughout the community.
- The Ridge Meadows Seniors Society (RMSS) is led by a small group of dedicated volunteers who are very on service delivery within their primary building.
- There is a new seniors' network in the community dealing with seniors' issues.
- An age-friendly communities process was recently completed here by 300 seniors.

Challenges

- Many seniors in MR cannot access the Seniors Centre due to transportation issues.
- Scheduling of activities is difficult due to the high demand for space in all accessible facilities. There is a need for more facilities with greater access at varying times throughout the day.
- Only 2% of seniors older than 60 years of age use the MRLC or PMFRC on a regular basis.
- The Seniors Centre would benefit from the leadership of a professional coordinator for planning and strategizing, and have requested this support. Staff subsidization and program development funding may be identified as needs.
- Guiding principles for seniors' programs and services are lacking. These principles may include increasing participation, a localized focus of service delivery and support, partnering, and fostering community development and communications.
- There is an identifiable need for a seniors' facility in PM. At present seniors located in PM can access the seniors' lounge at PMFRC, or must travel to the RMSS facility, which restricts access for many.
- Seniors are sometimes challenged by the lack of accessibility in some areas of the community.

Strategic Objectives

- 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. Stimulate volunteerism so more people participate in development and operation of programs.

Recommendations

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, with recommendations to create an environment and community conducive to active, positive aging.
Capital Development	<ul style="list-style-type: none"> • Develop a seniors' facility in Pitt Meadows. If this cannot be accommodated in a new residential facility, an appropriately sized facility should be considered either in a PMFRC expansion or in an alternative location.
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, including opportunities for intergenerational interaction. • Ensure that there are operating guidelines for seniors facilities and programs, and accommodation of seniors at all public facilities, and that the current facility, the new facility in Pitt Meadows, PMFRC and MRLC are managed according to the guidelines.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Secure additional professional staffing resources to support RMSS and other senior services within the communities. • Facilitate and advocate for improved communication between community support and health service providers and seniors to ensure information provided is up to date and easily accessible and understood. • Work with others to improve safe and sustainable transportation for seniors including: <ul style="list-style-type: none"> • Work with transportation authorities to provide better public transit that meets the needs of seniors, e.g., locations, schedules. • Provision of safe and accessible pedestrian areas on trails, in parks, and throughout the community, particularly near seniors' housing and recreational facilities. • Support organizations that might assist in transporting seniors to and from PLS service facilities. • Work with partners to obtain access for seniors to facilities and multipurpose space at reasonable rates.

5.2 Youth and Young Adults

Description

There are two youth centres. Greg Moore Youth Centre is the key focal facility. The Pitt Meadows Family Recreation Centre houses a smaller youth centre. Both facilities and all youth services are highly valued by the two communities. PLS has set a priority on provision of youth services to the communities. The Greg Moore Youth Centre is an acknowledged youth services leader within the field. In addition to PLS programs, there is a service integration program in which PLS works with and provides support to partners, who offer their own direct services out of the Greg Moore Youth

Centre facility. Youth Outreach has access to a bus for transportation purposes. Leadership Programs are identified as a hallmark of the youth services.



The concept for the Greg Moore Youth Centre was proposed by a youth process in the early 1990's. The concept focused on a youth centre that would be a recreation centre, but would also house many of the services for youth. This has come to fruition as many service providers that work with youth are housed at the youth centre. In response to needs expressed by youth, service providers formed partnerships and the Iron Horse Youth Clinic began. The clinic now operates two times per week.

Relationship building is the key to the success of the youth centre, and youth staff are hired and trained to understand that this is the key to the success of the youth program. Youth are actively involved in strategizing activities and making decisions on service delivery, including type of programs, and planning and implementation of programs. The key is that youth have the opportunity to build their leadership skills. The established Youth Council is the mechanism for this process.

Programs are designed to provide opportunities for youth to:

- Build self esteem,
- Build connections to their community and develop a sense of belonging, e.g., Youth Council members mentor new members, youth participate in leadership roles at all community events, etc.,
- Build competence, e.g., through the leadership opportunities, and
- Feel empowered through decision-making processes, e.g., youth contribute to the community by participating in processes such as the OCP, Smart Growth on the Ground, this Master Plan.

The Youth Council also operates the concession in the Greg Moore Youth Centre. They operate it like a business, and they have invited business owners in to teach them about business management. They stock it, keep inventory, and hire youth that need job experience to operate it, paying them honoraria. Much of the equipment has been donated by the local community and matches systems used by local business, e.g., Squirrel system is used by local restaurants.

Directions in the youth area are designed through research on youth field trends, local priorities, youth input, and best practices, such as building protective factors and minimizing risk factors. Youth staff are represented on making community committees that work together to ensure that all the needs of youth are met. Youth staff are frequently the first contact with a youth in crisis due to the relationships that are formed. In this instance, youth staff refer to local agencies and often share needs for new or adjusted services with service providers. In this area, the work towards integration of services is leading the way for the community. The Youth Clinic is a prime example with doctors

and nurses meeting the health-related needs, drug and alcohol counsellors and other specialists providing support where needed, and youth staff there to connect youth to more positive opportunities through recreation.

Many other programs offered by PLS also serve youth, e.g., skating, drop-in gym, aquatics, and fitness centre (personal training). The 2008 Community Survey highlighted that 32% of respondents were aware of PLS Youth Leadership Programs.

Just beyond youth, there are particular concerns about young adults in the 18 to 25 year age group. The people in this group are in transition to adulthood, and it is important to retain their interest in healthy activities. Many young adults are mobile, and to keep them in the community, they need access to recreational and cultural opportunities.

Analysis

Strengths

- A particular strength in Maple Ridge is the Greg Moore Youth Centre, with its outstanding facilities and operating philosophies of inclusion, and partnering in development of youth services.
- There is a tremendous amount of trust, involvement and support provided by the youth team for youth in the community.
- There are good quality youth mentoring and leadership programs.

Challenges

- There is a lack of neighbourhood facilities outside of downtown Maple Ridge and the Greg Moore Youth Centre.
- Holistic help for youth at risk is lacking.
- The youth centre in PMRFC is relatively small and may not serve the wider needs of the youth community.
- Transportation is an issue for youth under the age of 16 and those who do not have regular access to a private vehicle.
- Lack of access to active space in the Pitt Meadows Family Recreation Centre is an issue. Youth have recently lost an outdoor skate park. This will be replaced with a multi-use sport court. Youth have the use of a gymnasium adjacent to the Youth Centre twice per week. The need for access to indoor active space is much greater than the available supply.

Strategic Objectives

- 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.

Recommendations

Process/Planning	<ul style="list-style-type: none"> • Ensure that facilities for youth are provided in the future service centre on the east side of Maple Ridge.
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 including the youth centre, new aquatics centre, fitness facilities. • Consider results of the Listen to Us process in terms of implications for youth services and facilities.
Service Delivery	<ul style="list-style-type: none"> • Increase access to active space for Pitt Meadows Youth Centre, ideal would be access to active space whenever youth centre is open, e.g., on gym nights, attendance in the youth program increases dramatically. • Develop new communication tools to connect with local youth. • Expand youth leadership programs, currently not possible due to lack of resources (all current programs are at maximum registration with waitlists) • Increase the youth outreach service to underserved areas within the two communities. • Establish a full-time manager of youth and children's recreation services to ensure an adequate level of attention is provided to this function (see section 5.3). • Provide services of interest to 18 to 25 year olds; one of their interests is a place for music.
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 (formerly Child, Youth, and Family Network) to identify strengths, gaps in services, and to continue working with partners to coordinate, collaborate and integrate services to meet youth needs, and to identify and address emerging youth needs. • Work with School District 42 to jointly offer educational opportunities to staff on the benefits of recreation and the opportunities in the community, including experiential learning concepts. • Expand youth programs in schools. To effectively deliver upon this recommendation, two challenges need to be addressed: a lack of resources – both staffing and materials (these programs do not generate revenue), and access to schools at appropriate times. • Work with the Health and Wellness Team and School District 42 to address the Ministry of Education community curriculum activity requirements for youth. • Explore opportunities for providing environmental education and interpretation in association with other youth activities.

5.3 Children

Description

It is recognized that play is essential to the development of children, so one of the goals of this area is not just to provide program opportunities, but to use an educational approach to promote the benefits of recreation for children. This information and education is provided to key community partners who work with children, and it is promoted to the community. All promotional materials take this educational approach and PLS staff attend almost every community event, and as many school events as possible, with displays and promotional material used to interact with parents to promote the benefits.

The two communities have a net migration out of the area for employment, and in many families, both parents commute to employment outside of Pitt Meadows and Maple Ridge. Research in this area clearly shows that the hours after school are the “critical hours” for development of healthy lifestyle choices. “Latch key” children can be without any supervision at home or elsewhere for a period of time after school. After school care and programming are therefore essential services for many families, and after school activity is one of the primary focuses of the Middle Years Matters Committee.

“This should be a vibrant community where young families would like to live and where they and their children will find the facilities and the services that meet their needs.”
- Resident



Analysis

Strengths

- PLS uses a variety of community facilities and local schools to conduct recreation programs for children 0 to 12 years of age. The philosophy of the programming is based on the “Developmental Assets”. All of the community partners involved embrace this philosophy and incorporate it into their work.
- Active Kids after-school programs provide an excellent service to many children in the six neighbourhoods they currently serve.
- PLS staff in the children’s area participate on key tables of the Community Network, i.e., early childhood development (0 to 5 years), and middle years matters (6 to 12 years)). These tables conduct research, consultation processes, and work together to identify community strengths, gaps, and need for resources. They also develop community-wide strategic plans and action plans based on best practices. Recreation is seen as key in the development of children so participation here is extremely important.

Challenges

- There is a lack of neighbourhood-based facilities and programming, partially due to the inaccessibility of some school gyms immediately after school.

- As with youth services, there is a view that additional holistic help for at-risk children and their families is required.

Strategic Objectives

- Continue and expand the provision and promotion of the programs for children needed in the community through partnerships within the Community Network.

Recommendations

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 to ensure an adequate level of attention is provided to this function (see section 5.2).
Advocacy / Facilitation	<ul style="list-style-type: none"> • Continue to work with the Community Network (formerly Child, Youth, and Family Network) to identify strengths, gaps in services, and to continue working with partners to coordinate, collaborate and integrate services to meet children's needs. • Support opportunities for families and intergenerational interaction in association with services for children. • 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. • Work with key partners, such as School District 42 and Fraser Health, to address the growing concerns regarding inactivity in children by coordinating, collaborating and integrating services to meet children's needs. • Work with networks to encourage transportation authorities to provide public transit that meets the needs of older children, e.g., locations, schedules. • Continue working with networks to conduct research on community needs, e.g., focus groups with both parents and children, and use this information, combined with community research and best practices, to design programs to meet the needs of this age group. • Explore opportunities for providing environmental education and interpretation in association with other children's activities.

5.4 Hard to Reach

Description

Unfortunately, poverty in Maple Ridge and Pitt Meadows is an issue. Communities across Canada are beginning to understand the importance of recreation and how it can mitigate some of the effects of poverty. Cities like Toronto and Winnipeg have established policies stating that recreation opportunities for children living in poverty will be provided at no cost. This service is presented as a

community investment because research indicates that, purely from an economic viewpoint, the future costs saved in the health system, policing and justice are significant. Other research supports the contention that healthy contributing individuals result in healthier sustainable communities.

“We need to remove barriers for the vulnerable members of the community.” - Resident

PLS has a Participation Program subsidization fund to assist people with lower economic means to register in recreation programs and services. The program subsidization fund is supported by \$20,000 per year. The interest in this service is significant. PLS subsidized a total value of \$95,000 in program registrations and facility admissions in 2006, \$135,000 in 2007, and \$118,000 in 2008. Program areas are trying to use other registrants’ program revenue to offset subsidy expenses. The current level of interest, demand and attempted support is beyond the capacity for PLS to continue this practice without jeopardizing other services or reducing investments in other areas. This is the reason that this service is not too widely advertised. Instead, PLS has adapted its approach to target marketing the service to special populations. Even with selected target marketing, the program continues to grow. PLS has had it reinforced through the 2008 community survey that 77% of respondents to the survey are unaware that the subsidy program exists.

There are those who don’t qualify for subsidies who still struggle to use recreation services and facilities. The response of PLS to date has been to provide low-cost opportunities, e.g., low-cost swim, low-cost family drop-in.

PLS believes in providing on-going support to build, nurture and sustain a sense of community, directly and through the other groups who provide needed and valued recreation and cultural services. These groups feel they make a meaningful contribution to building a sense of community with a unique local experience for the residents. The groups want to see visible and reasonable financial support by Council to ensure they continue to have the capacity to deliver their services. The support is not only direct subsidization, but service support, ice time cost reduction, and investment in updating/upgrading or building new and needed facilities.

Analysis

Strengths

- PLS staff are supportive of the endeavors invested by all groups in their quest for building, nurturing and sustaining a high quality of recreational and life experience for citizens of the area. The recognition that PLS staff are quality people dedicated and willing to assist was highlighted repeatedly in focus groups.
- Groups that work with the hard to reach wish to provide a meaningful contribution to the sense of community. There is powerful belief in volunteerism for bettering the community.
- There is a view that PLS supports their collective cause.
- The groups know what it is they offer the community in terms of creating, enhancing and ensuring quality of life experiences.

Challenges

- Money is an issue for many people of lesser economic means. Subsidized access significantly exceeds the subsidy budget and as access increases, program revenues are eroded, because there is no corresponding funding.
- Many community members and groups are still unaware of the subsidy programs offered by the department. The community survey showed that 77% of respondents were unaware of the existence of the subsidy programs. This is likely partly due to the fact that staff are reluctant to promote the subsidy service for fear that increased demand will further erode the ability to sustain existing services.
- More work is required to elevate knowledge of the support for the special needs population and the neighborhood development programs. Only 32% of the respondents were aware of special needs programming and 19% were aware of neighborhood development efforts.
- There is recognition of the growing ethnic community within the two communities. These new residents may have different recreational interests and preferences than current residents.
- Access to schools for community programs is difficult.
- Groups that work with the hard to reach wish to do more but have limitations.

Strategic Objectives

- Strive to break down barriers by bringing people together and supporting participation by those who are hard to reach along with everyone else.

Recommendations

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.• Continue to promote Participation Program recreation subsidies to individuals in need and obtain increased budget allocations for communications and marketing, provided additional funding is obtained for the program.• Continue to support volunteerism, including those working with the hard to reach.• Conduct diversity training for staff as the ethnic population increases in the area.
Service Delivery	<ul style="list-style-type: none">• Add greater emphasis and find more opportunities to connect with Hard to Reach populations, e.g., develop materials for new residents and ethnic communities; use target marketing with low participating neighbourhoods, seniors and youth; nurture interactive communications to increase feedback and two-way communication with residents.• Develop mobile programs and take these out to where people are, e.g., schools, residences.• Continue to offer low-cost recreation opportunities.
Advocacy /	<ul style="list-style-type: none">• Continue to work with organizations like Kidsport, Canadian Tire, Jump

Facilitation	<p>Start, and SD 42 to increase access to subsidized services.</p> <ul style="list-style-type: none"> • Connect with other agencies that offer low-cost opportunities, and combine resources in service deliver and marketing where appropriate. • Network with community and neighbourhood organizations and schools to ensure full servicing of hard to reach populations. • Continue to work with the School District to improve access to school facilities for after school programs. • Meet with local, regional and national corporations to promote participation in the Participation (subsidy) Program. • Work with networks to encourage transportation authorities to provide better public transit that meets the needs of the hard to reach, e.g., locations, schedules.
---------------------	---

5.5 First Nations

Description

The Katzie are an indigenous people of the Lower Fraser Valley. Traditional Katzie territory includes the entire Pitt River watershed, including the Alouette watershed, the Fraser River and lands adjacent down to Point Roberts, and lands between the Fraser River and Boundary Bay. There are approximately 460 members of the Katzie First Nation (their Indian Act-mandated government). Approximately 250 Katzie live on the reserve in Pitt Meadows.

“Our people have a need for a sense of belonging, we need to create places for them to go.” – First Nations Resident

The Katzie comprised five communities in the region, each with its own founding chief and which, according to the Katzie, were the foundation of other peoples in the region, notably the Musqueam and Kwantlen. Oe'lecten and his people were based at what is now known as Pitt Lake, Swaneset at Sheridan Hill, Xwoe'pecten at Port Hammond (whose descendants became the Kwantlen), Smakwec at Point Roberts (whose people, the Nicomekl were largely killed in a smallpox epidemic in the 1700s), and C'simlenexw at Point Grey (whose descendants became the Musqueam). Today's Katzie are primarily the descendants of Oe'lecten and Swaneset.

As the new Golden Ears Bridge is being constructed in Katzie territory, the nation signed a Benefit Agreement with Translink in September 2004 to establish the responsibilities of both parties.

The Katzie First Nation is the band government of the Katzie people and manages the affairs of residents of five reserves assigned to the Katzie, focused on the area of Pitt Meadows, where the band headquarters are located. Other reserves are on Barnston Island and at Yorkson Creek in Langley, in Coquitlam, and there is a 0.4 ha cemetery in Maple Ridge. The Katzie Nation are negotiating their land treaty independently, and are not part of either Sto:lo tribal councils (the Sto:lo Nation or the Stó:lō Tribal Council).

In addition to the Katzie, there are two other reserves in Maple Ridge belonging to the Kwantlen First Nation; IR #5 (Langley) and IR #1 (Whonnock). These are currently uninhabited, however there may be future development plans for some of these lands. There are also other First Nations people living in the communities, including Souix, Metis, Ojibway, Cree, and Mic Mac. An Aboriginal Cultural Society was formed in 2010 to represent the interests of First Nations. One of the primary objectives of the society is the establishment of a Friendship Centre as a place for First Nations to connect with each other, share their cultures, and nurture a sense of belonging.

Analysis

Strengths

- PRC staff have been trying to include and involve Katzie; this was particularly successful when there was a youth worker from the Katzie First Nation.
- Katzie involvement in some festivals, e.g., Mountain Festival.
- Katzie appreciate the river trail in Pitt Meadows.
- Katzie are building a sports court for ball hockey.
- Lots of soccer players – a few kids play in the leagues (parents with cars).
- Use the pool for Aquafit – great except for the transportation.
- They run their own recreation programs – kids, youth, elders.
- PRC reduces cost of recreation passes for those with a low income.
- PRC has a van that can be used for Katzie youth; coordination of staff resources and funding are being addressed.
- Councils want to learn more from Katzie about culture, protocol, etc.
- Longhouse celebration with partners, School District, BC Parks and RCMP are coming too.
- The Integrated Health Promotion Team that was initiated by Katzie and Fraser Health whereby a number of partners from all the communities come together to coordinate, collaborate and work towards integration of services to meet the needs of this population. It was initiated as a result of growing concerns of the health of the Katzie, particularly diabetes, which is prevalent among the youth as well as adults.
- The addition of the new Bonson Recreation facility will be a key opportunity to connect with Katzie, especially if the opportunity to engage them in the detailed planning is recognized. There will also be an opportunity if Katzie can display artifacts or art from their heritage.
- Katzie have a relationship with MR, with an MOU on working toward a community forest and enhanced recreation management on Blue Mountain.
- A transit shuttle was recently initiated to South Bonson.

Challenges

- Katzie have 5 reserves in 5 municipalities, making them very spread out; resources are stretched.

- Transportation was stated in focus groups as the biggest issue – can't get the kids to the youth centres – minimal bus service, one hour walk to the bus – few people on the reserve have cars.
- Katzie do not feel connected to the broader community, e.g., their location is not known,
- The attempts to involve Katzie often feel like tokenism, e.g., too little, too late. Katzie are in the floodplain – they would be happy to accommodate a river trail if they could get a dyke.
- Cost of soccer field use is too high for Katzie kids.
- No recreation facilities on reserve – do boot camp on roads, Band office.
- Katzie capacity is limited, but they still want to be invited, given the option.
- PLS does not have a service delivery agreement with Katzie, therefore PLS lacks a complete understanding of Katzie needs and requirements.

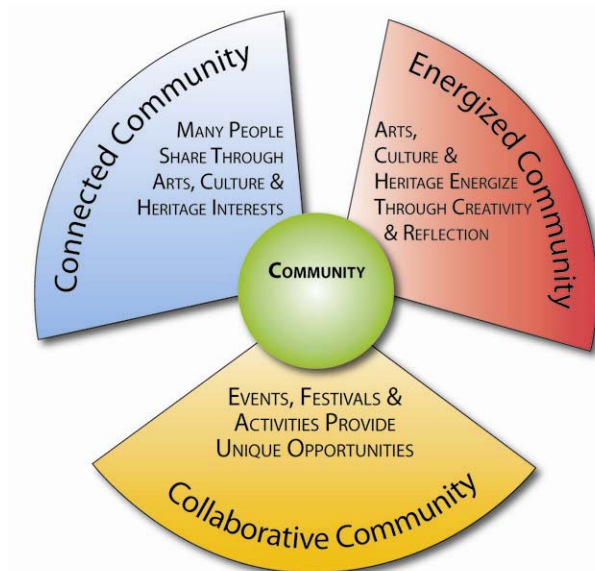
Strategic Objectives

- 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.

Recommendations

Management	<ul style="list-style-type: none"> • Reach out to Katzie to help them feel more connected to their neighbourhood and the broader community, e.g., continue to: hold an annual event for Maple Ridge, Pitt Meadows and Katzie Councils; invite the Katzie to participate in ceremonies and special events, with sufficient advance notice; work with Katzie to include more of their traditional names on sites and trails; feature Katzie art at ACT; distribute Parks and Leisure Services pamphlets on reserve, e.g., map book, leisure guide. • 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. • Continue to ensure that Katzie are involved in planning programs and services at the new South Bonson Community Centre.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Pursue opportunities for partnership in a First Nations Friendship Centre, potentially in combination with a tourism information centre and/or another venue. • Work with Katzie to encourage transportation authorities to provide better public transit to the Katzie reserve. • Discuss with Metro Vancouver and Katzie the opportunity for a partnership to achieve a dyke and trail along the river adjacent to the reserve, and potential sources of funding. • If First Nations are planning land development, encourage them to adhere to some of the primary values and objectives in this Master Plan, particularly protection of the riverfront for public use, and provision of parks, recreation and trails for the community. • Establish connections and work with the new Aboriginal Cultural Society.

6.0 ARTS, CULTURE AND HERITAGE



Overview Description

This section addresses some particular aspects of arts, culture and heritage that are closely related to parks and recreation. Given that culture can be viewed very broadly as the “way people live”, recreation and culture are overlapping and inextricably linked to each other.

6.1 Events and Festivals

Description

Maple Ridge and Pitt Meadows have hosted 72 festivals/events in 2008 ranging from visual and performing arts to parades, street fairs and community celebrations. Some of the festivals and events include: Canada Day, Breastfest, Festival of Light, Adstock, Caribbean Festival, Bard on the Bandstand, Country Fest, MR Jazz and Blues Festival, and Celebration of the Arts.

Most of the events occur in parks, with the Memorial Peace Park and the Harris Road Park as key venues. The Maple Ridge Fairgrounds is another key venue, and two new festival spaces were added in 2009 with the Civic Centre Spirit Square in Pitt Meadows and the Spirit Square extension to Memorial Peace Park in Maple Ridge. The South Bonson Community Centre will bring a third very attractive new event site on-line in 2010.

Maple Ridge and Pitt Meadows recognize the significant benefits to citizens from the festivals held in the two communities. These benefits include: fostering community identity, a sense of pride, and spirit; providing opportunities for economic development; increasing residents' sense of belonging and comfort participating in their community; ensuring access for all to participate in these activities and events through inclusive practices and low-cost opportunities; and promoting community involvement and volunteerism, building capacity for self sufficiency. Maple Ridge-Pitt Meadows Parks and Leisure Services works with the Festival Network of organizers and numerous community

associations, non-profit groups, event organizers and volunteers to facilitate festivals in the community.



Analysis

Strengths

- Good local business support and great community business partners from community for volunteer/event initiatives.
- Community event kit: comprehensive event and volunteer manual.
- Leadership continuum: youth to seniors, initiate to experienced.
- Good record keeping/resources to plan with (do not have to start from ground zero).
- Departmental support for festivals and events allows for responsiveness to community needs and becoming involved in various opportunities as they arise, e.g., Spirit of BC (2010), BC Disability Games, Main stage.
- Lots of public involvement in decision making through focus groups, evaluations, etc.
- Community “volunteer” support program and recognition.
- Long time staff dedicated, creative and talented.
- Events have wide representation and cultural diversity.
- Community development model builds community capacity and community connections, empowering others.
- Community Event Trailer is a new resource for event organizers that has been very successful; it is run by the Association for Community Living using developmentally challenged workers to deliver and pick up the trailer and its contents.

Challenges

- Decentralization: staff are spread out in facilities with many shifts.
- Lack of a definition for “event liaison” which is clearly understood by organizers. Staff facilitation varies depending upon the needs of the group. Within a community development model, staff are always looking to foster leadership from within the community to achieve many more benefits than can be achieved if staff take a lead role.
- Approaches to event support and funding are different in each municipality.
- Growing communities with new event ideas is stretching staff resources. It is hard to say no to requests.
- Problem with “controlling” the process to a desired outcome when working with community.

- Lack of an indoor facility for large events other than ice facilities in the dry floor season, e.g., high school grad events – don't have anywhere other than the rink (acoustical problems), ACT not big enough.
- Lacking time needed to prepare grant applications.
- Community development, volunteer training and mentoring are time consuming, especially if there is high volunteer turnover.
- Lacking storage, program/office space/meeting space, equipment (e.g., water units for outdoor cooking/food events), maintenance to support equipment (e.g., propane) and an equipment tracking system.
- Lacking a park dedicated to big festivals and gatherings (current sites have limitations); ideas from public include: awning over Memorial Peace Park, upgrade Albion, upgrade fairground with covered facilities and covered equestrian facilities.
- Not very green with events that produce a lot of garbage.
- Insurance and safety issues for small events, with volunteers doing work better done by trained staff e.g. lighting, water unit.
- No free parking for event volunteers in downtown MR (need one- day passes).
- Not enough shelters in outdoor spaces.

Strategic Objectives

- Increase events and festivals as a step towards recognizing Maple Ridge and Pitt Meadows as having rich arts and culture opportunities.

Recommendations

Capital Development	<ul style="list-style-type: none"> • Review the potential for larger parks or areas to host events since Memorial Peace Park and other listed venues are too small for some festivals. Consider a larger festival location in Albion Sports Complex Expansion. • Make provision for temporary audience cover over Memorial Peace Park when required • Build additional infrastructure for festivals, either at Harris Road Park or a designated alternate location.
Management	<ul style="list-style-type: none"> • Update the Festival Support Policy to ensure consistency and adequate levels of support. • Establish and maintain a Festival Network of volunteers for festivals and work with them to determine their needs and areas of cooperation. • Strengthen volunteer management tools and resources like the recent update to Festival and Volunteer Resource Guide in 2007. • Develop sustainable strategies to help festival organizers reduce and manage waste. • Streamline administration and organization time for event planning and support.

	<ul style="list-style-type: none"> • Develop an equipment tracking system. • Increase recognition of volunteers.
Service Delivery	<ul style="list-style-type: none"> • Add a festival / volunteer function in PM, as part of the recreation function proposed (see Staff Structure and Resources). • Support new events on the riverfront using new parks and facilities, e.g., Shoreline Park, Waterfront Commons, and in the new Pitt Meadows Spirit Square. • Increase staff support for volunteers and festivals, including someone who can assist with fundraising and grant writing (see above).
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 to enhance very large indoor capacity in multiple buildings during the ice off season.

6.2 Public Art

Description

Maple Ridge and Pitt Meadows have made efforts to incorporate public art in their communities. The Arts Council is a partner in some of these efforts. Maple Ridge through its Public Art Program has some public art including: the eagle that currently stands outside the Arts Centre Theatre; the Beast, the aluminum horse clock that sits outside municipal hall; and the wrought-iron gates at Maple Ridge Cemetery; as well as the art banner program. The recent temporary installation of an eagle sculpture in Pitt Meadows's Spirit Square is part of the Eagles in the City public art project. Some of these works are part of a necklace of public art installations in ten Metro Vancouver communities.

In celebration of the spirit of the 2010 Olympics, students in School District 42 participated in the Spirit Banner Project, designing and painting banners. With guidance from artist Lisa Lake, 18 schools with an estimated 716 students have participated in this project.

Maple Ridge's Public Art Committee will work within guidelines set out by Council and annual operating and capital funding. There is also a Regional Arts and Culture Committee conducting regional projects.



Analysis

Strengths

- Artist in Residence program (which is separate from the Public Art Program)
- Public art that has been created and installed in the community
- Public Art Committee exists in Maple Ridge, including modest annual funding.

Challenges

- PM does not have a public art committee nor funding.

Strategic Objectives

- Increase a “sense of place” by partnering with the artistic community and others to expand artistic expression in the community.

Recommendations

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.• Support recognition for local artists and their involvement in the community.
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.• Consider establishing a municipal arts and cultural coordinator to support the public art and the Artist in Residence programs, to provide ongoing liaison and management of the cultural services contracts (with the Arts Council, and Heritage groups), and to support the arts community, assisting in obtaining funding, etc.• Include the arts in festivals and events.• Include the arts in marketing and communications.
Advocacy / Facilitation	<ul style="list-style-type: none">• Integrate the public art program with Planning and Development functions, including acquisition of voluntary sponsorships for art.

6.3 Museums

Description

Museums exist in both communities. The museums are managed independently by two separate societies; the Maple Ridge Historic Society operates the Maple Ridge Museum and the Pitt Meadows Heritage and Museum Society operates the museum in Pitt Meadows.

“Local history brings history home, it touches your life, the life of your family, your neighbourhood, your community.” – Provided by resident

Each society has an operating agreement as a fee-for-service relationship with the department. The total 2009 budget allocation for the two museums is \$190,700. Through general admissions, the museums generate approximately 1.1% of their net subsidy or \$2,160 per year. The museums in Maple Ridge and Pitt Meadows attracted 1781 and 827 people respectively in 2008.

Static displays predominate. The Pitt Meadows Museum is primarily a collection-centred museum. The Maple Ridge Museum is also collection-centred, with added elements combining education and some experiential activities. Currently the available display space can accommodate only 12% of the Maple Ridge Museum’s collection, which includes forestry archives, photograph collections, and a railroad display. The Maple Ridge Historic Society sponsors Music on the Wharf, a popular summer music series celebrating historic Port Haney.

Maple Ridge has purchased land for the development of a new museum adjacent to Haney House. There is a museum plan with cost estimates for the proposed design drawings and capital costs. Funding for capital development (about \$10M) or operating costs (about \$300,000 per year) has not yet been secured.

Museums are seen as vital connections to our history; they satisfy social aims, enable independent, recreational experiences, and allow people to connect to the community’s past, while strengthening a sense of heritage and civic pride and celebration. A key objective might also be generating a memorable, transcendent experience.

Analysis

Trends

- There are 2500 museums in Canada; these museums generally attract 59 million visitors per year (2007); of this total 7.5 million were school groups. Participation rates indicate that approximately 8.5% of the population visits a museum. Sixty eight per cent of Canadian attendees see museum attendance as an educational experience as well as being entertaining and recreational (Canadian Museums Association).
- Generally museums seem to be placing a greater emphasis on experience creation and reliving the moment to encourage returning to the site. In many museums activity is now more interactive and animated.

Strengths

- The Maple Ridge site hosts a large working model train display in the basement of the facility. The Museum hosted 15 community events in 2008. Volunteer participation is strong with over 800 hours donated in 2008.
- MR has a site designated for a new museum.
- The Pitt Meadows Museum hosted over 1000 special event attendees in 2008. Volunteer hours were in excess of 1100 hours.
- Both museums do community outreach work. They answer enquiries, assist with historic research, maintain photographic collections and archives, offer heritage based programs, and take travelling displays to other locations.

Challenges

- The museums in Maple Ridge and Pitt Meadows both face challenges in terms of space. They are housed in problematic, small, inefficient and congested spaces in heritage buildings.
- The facilities are not viable financially without significant support provided by their respective communities.
- There are not enough staff resources to run the museum facilities plus related education and outreach programs, especially with provincial funding cuts.
- Themes for the two facilities are somewhat the same with preservation of artifacts and information as the key ingredients.
- There is a lack of funding for the development of the new MR museum.
- Some people think that the new Maple Ridge museum should be in the downtown core.

Strategic Objectives

- Support improvement of the experiences offered by the museums by encouraging more engaging interfaces with the past through entertainment and educational experiences.

Recommendations

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 the museum societies to explore opportunities for partnerships with others.• Encourage and support the Maple Ridge Museum Society in its development of a new museum, exploring opportunities to obtain senior government grants.• Encourage the museum societies to develop new strategic plans, including

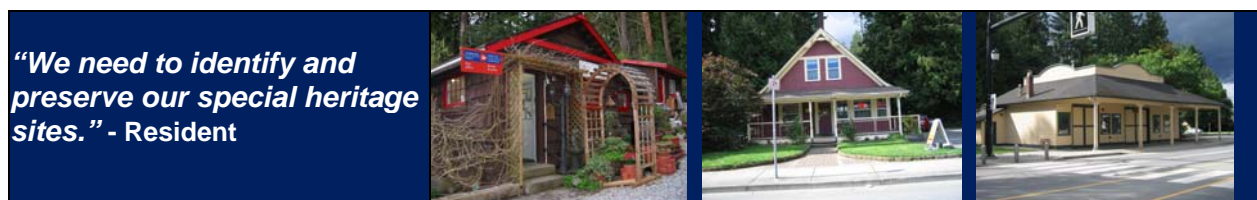
	<p>visioning and planning exercises for the museums that address the following key questions:</p> <ul style="list-style-type: none"> • How to increase visitors' time in the museums? Can experience and entertainment be added? • How to persuade infrequent or first time visitors to become regular, active visitors or supporters? • How to draw more groups or people who rarely visit, particularly members of growing ethnic groups and social classes who are unaware of the benefits museums offer or don't feel encouraged to visit? • How to expand outreach opportunities? • Work with the Maple Ridge Historic Society and Pitt Meadows Heritage and Museum Society to determine their future collaboration with each other, if any, e.g., work together in some ways, or continue separately. • Support the acquisition, retention and public viewing of heritage artifacts • Explore the concept of a museum combined with an Aboriginal people's cultural centre, maybe even large enough for major events.
--	--

6.4 Heritage Sites and Buildings

Description

The benefits of protecting heritage sites and buildings include preservation of the uniqueness of community history for Maple Ridge and Pitt Meadows, plus education and interpretation opportunities. Both communities have heritage registers, and GIS mapping for MR shows historic community boundaries, inventoried features, heritage plaques, and parcels containing features that are: designated, registered, and inventoried. The heritage features include: residences, farms, schools, manse, churches, businesses, cemeteries, post offices, and in a few cases, trees. Heritage features are mapped in Yennadon, Whonnock, Webster's Corners, Albion, Hammond, Haney (including East and Port Haney), Ruskin and The Ridge.

Recently, the Park House has come up as a candidate for moving and preserving. PLS is working on that with PM Planning department. The Fraser River Heritage Walk has been partially developed, from Haney House to Brickwood. The Port Haney riverfront has high potential for heritage interpretation.



Analysis

Trends

- There is activity and interest is increasing in the protection of heritage sites, not just buildings. This is a trend occurring nationally and on an international level.

Strengths

- Both communities have heritage areas of interest (one of these may be the Billy Minor Pub).
- The MR Museum is very involved in community festivals and events.

Challenges

- Not much planning related to heritage walks, sites and buildings.
- Museum societies are focused primarily on their museums.
- MR has artifacts from Katzie, and nowhere to display them.

Strategic Objectives

- Acquire, protect and interpret heritage sites and structures where they have high values for the community.

Recommendations

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, identifying appropriate public uses and incorporating interpretive programs, e.g., Park House.
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.• Provide opportunities for heritage displays, e.g., at Bonson Community Centre.
Advocacy / Facilitation	<ul style="list-style-type: none">• Encourage and support the enhancement of the historical character of heritage districts in MR and PM.

6.5 Cultural Facilities

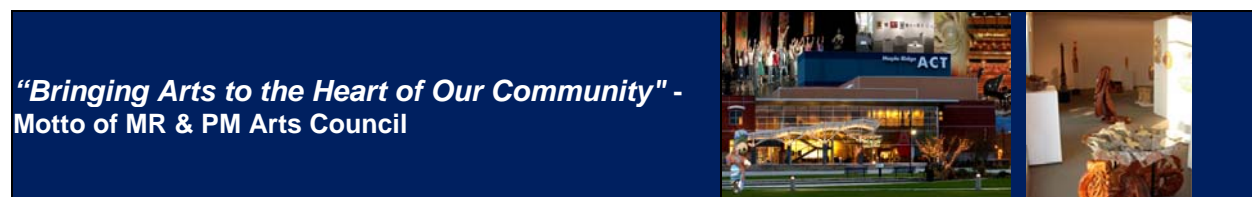
Description

The Maple Ridge Pitt Meadows Arts Council is the main organization responsible for community cultural development in both cities. The Council is dedicated to promoting and encouraging appreciation for the arts. Working in partnerships with organizations, individuals and governments, the Council acts as an arts resource and forum for communication. It is the umbrella organization for 18 member groups plus individual, family and corporate members. The Arts Council administers arts programs, performing arts, and the Maple Ridge Art Gallery, hosts special events like the Celebration of the Arts, manages charity fundraising, and provides high school graduation scholarships and grants to member groups.

The Arts Centre and Theatre (ACT) serves as a gathering place for local artists and the community, providing a superb cultural facility for performers and business development. The facility is light and airy, and is an excellent hosting site for many community events. This downtown Maple Ridge facility has a 500 seat professional theatre and a 2300 square foot studio theatre, clay studio, dark room, and art studios. The state-of-the-art ACT facility is well situated in close proximity to Maple Ridge City Hall, the Leisure Centre, a park and downtown. Synergies are generated due to this positioning of the facility.

The gross revenue of the Arts Council was \$1,370,594 in 2008. This was down approximately \$105,000 from 2007, but up in excess of \$50,000 from 2006. PLS subsidizes the operation of ACT through a partnering/service provider's agreement. The subsidization level in 2008 was approximately \$452,628; the subsidization level for 2009 is forecasted at \$485, 848.

The 2008 Services Review Survey identified the use of ACT as having grown significantly and consistently since 2005. Approximately 16% more respondents stated they had used ACT in the year, with higher use by Maple Ridge than Pitt Meadows residents. In total, 49% of the combined communities' population now use ACT on an annual basis. ACT sold 48,500 tickets for the 97 events hosted in 2008. An additional 8,425 guests visited the Art Gallery within ACT. Participants in arts programming totalled 4,500 in 2008.



Analysis

Trends

- Creative cities and the creative class written about by Richard Florida, foster, nurture and capitalize on the arts and cultural sector to enhance quality of life.
- Facilities are finding exit surveys useful. For example, the Burnaby Roots and Blues concert had a computer touch screen exit survey asking about participants' demographics, means of transportation and satisfaction.

Strengths

- The ACT facility and the Art Council fulfill a commendable role within the area promoting cultural pursuits such as the performing arts, visual arts and general crafts.
- In reviewing the PLS brochure it appears there is an emphasis placed on entry level, cost efficient programs that encourage basic skill acquisition and development for local and “amateur” artists and participants.
- The needs for touring and visiting performance professionals are well served in the ACT facility.
- The facility's ability to be adaptive to different uses allows for multi-functional options for a wide variety of prospective users from within the community.
- Wheelchair accessibility to ACT is a positive attribute of the facility.

Challenges

- A home for the arts in Pitt Meadows is lacking. There is no single facility capable of providing a wide variety of arts and cultural programming in Pitt Meadows.
- Exit surveys have not been conducted at ACT. This information would provide substantial insights on ACT attendees and their preferences and satisfaction of customers.
- ACT rental costs are barriers to some local groups. These groups are encouraged to seek out other facilities that may be more appropriate for their budget and group size.
- There is a municipal staff knowledge gap in the arts, culture and heritage areas. Additional research conducted by knowledgeable staff with expertise in this area may provide insights that could assist in better defining resident needs for this style of service.

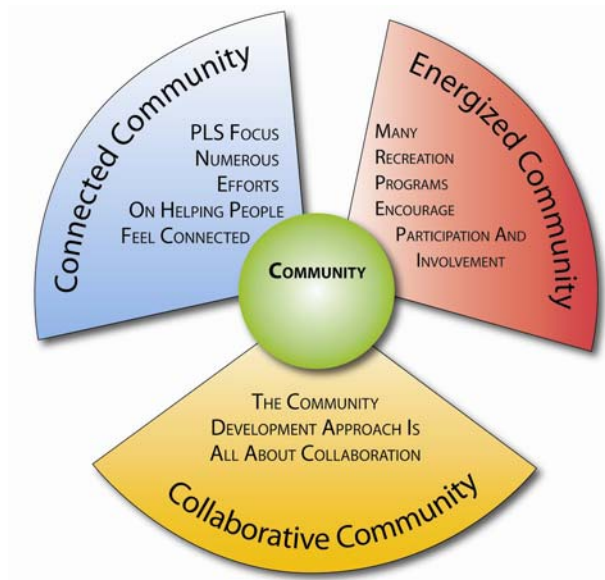
Strategic Objectives

- Continue to support and increase opportunities for participation in the arts in MR and PM.

Recommendations

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., by enhancing Heritage Hall with an elevator or lift and stage improvements.• When a new community multi-purpose centre is developed in Pitt Meadows, incorporate the needs of the local arts and culture communities, e.g., display space, programming space, public art.• Improve technology at the ACT in the future as needed.
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.
Management	<ul style="list-style-type: none">• Assess future capital replacement needs at ACT, prepare a long-term capital development plan, review fundraising requirements, and identify fundraising responsibilities.
Advocacy / Facilitation	<ul style="list-style-type: none">• Continue strong partnering relations with those entrusted to manage the affairs of ACT on behalf of the community.• Work with the Arts Council on a new business plan for arts and culture in the community.• Work with the tourism sector on the idea of including a Tourism Info Centre in the ACT facility, this might be a compatible relationship for ACT while providing a revenue stream through contract service supervision.• Work with the local arts and culture community on programming in the South Bonson Community Centre.

7.0 SERVICE DELIVERY



7.1 Community Development and Community Capacity Building

Description

All service delivery within PLS is founded on the principles and approaches of community development and community capacity building. PLS has a defined Community Development Model Policy Statement that reads: "Parks and Leisure Services will work with citizen and community organizations to encourage them to achieve independence in the provision of leisure services for the community, utilizing the community development process as a guideline."

"The community development approach is about creating opportunities for increasing individual and community capacities" -Volunteer

Community capacity building provides opportunities to promote and support knowledge mobilization. Community networks enrich, revitalize and empower communities to forge alliances of shared visions, creating vibrant forces that affect the social fabric and community experiences. An optimal community development and capacity building approach includes a balance of quantitative and qualitative information; PLS is working towards that.

The department follows recommended methodologies of the International Association for Public Participation, Participation Spectrum for stimulating community empowerment. The system moves through informing, consulting, involving, community building, and collaborating, to empowerment. The department supports this flow through a strong client focus, a focus that builds community through engagement and capacity building.

Social Planning has become an adjunct area of service for the Department because of the facilitation and networking skills of the staff involved, the strong inter-relationships with community development, and because of the natural connections between education, health and recreation. These connections are particularly strong with respect to prevention (encouraging healthy lifestyles leading to citizens who are less likely to become ill or reliant on less positive activities to fill their needs), and promotion of the positive growth of individuals.

The Department has taken full advantage of these connections, obtaining funding support from senior government for many local recreation services, e.g., after school Active Kids clubs, summer children's recreation programs, Active Living initiatives like the trails guide, neighbourhood recreation, school/community gardens, and mental health client integration.

There is concern that municipal governments should not accept responsibility for services which are mandated provincial services, and care must be taken not to go beyond the role of being an advocate for local citizens in need to obtain support from senior governments. That said, where opportunities exist to partner with others, including education, health or local social service agencies funded by government to enhance recreation service delivery, these are pursued with vigour since local citizens will be the benefactors of these efforts.

Analysis

Strengths

- Each division is learning more about the key concepts of community development and capacity building and how to incorporate the values into their functioning. The approach is evolving into new territory with integration of services among the divisions.
- Wherever possible, staff explore community development and community capacity-building opportunities. This has become an important and growing aspect of all service areas.
- There have been many successes in the community through the community capacity building approach, e.g., valued community group partnerships; respecting past, celebrating future; focus on neighbourhoods; celebration of diversity within neighbourhoods; collaboration between agencies that support neighbourhood development and connections; connecting people to opportunities; building economic capacity of festivals.
- Free workshops provided to community volunteers help to develop skills that support individual and board development for non-profit groups. Groups feel well served by PLS in this regard.
- In recent years, PLS has moved into developing networks with common goals, e.g. CYFN, Sport Council, etc.

Challenges

- There has been some inconsistency in the language used related to community development and community capacity-building among the divisions within PLS. This has caused misunderstandings and posed challenges in orientation and training of new staff and volunteers.
- The community development approach to community and organizational capacity building needs to be used on a consistent basis whenever there is involvement of the public, and this has not always occurred.

- The department's Policy Statement for the Community Development Model is outdated and does not completely reflect current realities of introducing the neighborhood network development theme and the community capacity building focus. The support procedures and guiding information for effective management of these new initiatives need enhancement.
- PLS has not yet taken a bigger capacity building view to determine how community networks interconnect, e.g., the Sport Council and Community Services are not connected but both groups are striving for some of the same benefits.
- The Annual Business Plans for the department have identified the need to update the model and continuum of service provision.
- Although the practice of community development has grown and continues to grow, PLS needs to continually reinforce the use of these methods, and there is room for improvement here. Raising awareness of the principles and values of community engagement and involvement is essential for adoption and use of this fundamental strategy endorsed by the department.

Strategic Objectives

- 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.

Recommendations

Management	<ul style="list-style-type: none"> • Align organizational capacity building as a key undertaking throughout PLS. • Introduce ongoing internal training on community development and capacity building among all three divisions to support clarity of definition and methodology of approach. • Ingrain the community development philosophy into all action involving partnerships, citizen engagement and community facility development. • Update the Community Development Policy Statement to reflect expanded areas of emphasis in network development and community capacity building. • Complete a Community Sport Policy, an Active Living Policy and an Arts Policy that encourage citizen involvement. • Prepare a written consultative approach continuum, which outlines methodologies for increasing involvement in decision-making, network support and capacity building. • Continue the development of policies and guides for staff and other groups, including keys to good consultation practice and a consultation checklist for all departmental employees entrusted with the responsibility of working with the public in a design capacity. • Continue the shift from government operated services and decision making to improved governance and community capacity and ownership.
Service Delivery	<ul style="list-style-type: none"> • Prepare organization development tools to enhance community organizations.

	<ul style="list-style-type: none"> • Develop manuals and support materials to assist organizations perform their functions. Educational sessions may be required on important skills sets to be acquired; map requirements of organizations then develop.
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. Educate groups on how to access current grants and funding programs from within the community and from outside sources. Offer applications and accounting consultations to support the organizations. • Support program development and planning for the groups; provide trends information, cosponsor events, and support promotions. • Continue efforts at identifying, nurturing and supporting community leadership and evaluation and consultation. • Continue and enhance training for external and non-profit partners in a variety of topics including social enterprise and community inclusion. • Provide information sharing services to groups; assist with needs and preference studies, sharing relevant information and community profile insights. • Continue to work with key partners to share research and best practices, and plan and develop services to jointly address issues that overlap among the parties. • Liaise with Planning Departments, RCMP, Community Networks and others on a regular basis to gain perspective of community changes as a result of bridge openings.

7.2 Roles and Responsibilities

Description

PLS has three primary roles:

1. The department is a **direct provider of service** to the community; planning, programming, providing leadership, coordinating facility access, and providing equipment and materials for participation opportunities. Most of the direct provider roles are focused on facilities-.
2. The department also serves in a **facilitative role**. In this manner staff serves as an enabling agent and takes on tasks of coordination, referral and technical assistance for co-sponsored and partnered activities. This role recognizes that no one source can rely exclusively on its own resources to meet the leisure needs of the communities.
3. The other significant role of the department is one of **community developer**. In this role personnel reach out and assist through direct contact with citizens in a systematic manner, focusing on building capacity within the community. This role encompasses linking, facilitating, and supporting, thus providing opportunities for community organizations and networks to grow and develop by encouraging and supporting visioning and long-term

planning processes. In some instances the role requires supporting networks to create their own “map” of how to connect purpose and long term plans.

“Parks and Recreation staff are open to communication and are responsive to our needs.” – Sports Participant

“Parks and Recreation staff are open to communication and are responsive to our needs.” - Sports Participant

The various roles of PLS are interdependent and may flex from one to another depending on each situation. Therefore a variety of roles may occur within each interaction. All roles align with the OCP, Council strategic directions and the Business Plans. In each role, the personnel of PLS help people achieve greater capacity to enjoy their leisure pursuits, grow as individuals, and experience a heightened sense of community. A desired outcome is that all interactions lead to personal enjoyment and development benefits.

The department has focused on its direct provider and facilitative roles for identified core services within its facilities, and has used its community developer role to support development of other programs and services through partnerships and strategic alliances. Key target groups for service delivery are families, children, youth, seniors, and those who are disadvantaged or have special needs.

Extensive ongoing efforts are undertaken to build community experiences, spirit and capacity through festivals, culture and the arts, neighbourhood development, networking, and programs that incorporate the philosophy of community development.

PLS uses a business planning approach to set priorities, plan efforts and establish budgets. Many of the initiatives documented in the Annual Business Plans have a lifespan extending beyond one year for the project to be fully developed and implements. The PLS Business Plans take direction from the two communities’ Strategic Directions, Official Community Plans, and Master Plans. The PLS Annual Business Plans provide short-term direction towards meeting the long-term vision, goals and objectives outlined in these important documents.

Analysis

Strengths

- PLS staff work well as a high functioning team.
- The three roles of PLS are well blended and complementary, maximizing results in relation to the efforts expended.
- The use of business planning focuses energy and helps to maximize the use of available resources.

Challenges

- Expectations and opportunities exceed resources and capacity; staff find it difficult to define their limits, and they often “try and find a way to say yes”, which can unduly stretch capacity.
- An organizational review was not conducted as part of this master planning process so extensive commentary cannot be provided. It was learned through discussion that staff are often pulled in more directions than they can handle.
- The one-year business planning approach can make it difficult to establish and work towards strategic longer-term initiatives.

Strategic Objectives

- 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.

Recommendations

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.• Propose the community development process be employed whenever and wherever possible throughout the entire operating system for consistency and standardization of delivery methodology.• Conduct an organizational review prior to the development of any new infrastructure or significant adjustments to staffing resources, to verify the most appropriate structure and confirm efficiencies.• Designate a GIS technician as responsible to PLS, and ensure that the technician keeps data current, and is available to assist in analysis.
-------------------	--

7.3 Staff Structure and Resources

Description

The PLS department is broken down into three distinct operating entities: Recreation Division, Community Services Division, and Parks and Facilities Division. Personnel report to three corporate bodies: Maple Ridge, Pitt Meadows, and the PLS Commission. Staff also provide primary support to the Municipal Advisory Committee on accessibility issues, and they work with and contribute to many other municipal committees and groups.

PLS continues to modify and refine its staff structure to provide suitable support for achievement of its business plans. Recently a decision was undertaken to increase the presence of key personnel at Pitt Meadows Family Recreation Centre.

PLS does not have its own GIS capabilities; staff in the planning department help when required.

Analysis

Strengths

- Staff at all levels have a strong commitment to the vision and values of PLS.
- Key long-term personnel retain an extensive knowledge of all PLS philosophies, functions, strategies and history.
- There is a commitment to internal training and development of staffing resources.
- The recent decision to increase the presence of key personnel at PMFRC will help to serve PM needs.

Challenges

- Staff growth has not kept up with population growth.
- Staff feel they are stretched beyond their capacity, often given new responsibilities without any workload reduction elsewhere. There is a continuing challenge in the children and youth area with the increasing supervisory responsibilities due to an expanded number of part-time instructors and staff. There is no direct manager in this area. There are challenges serving both communities due to time spent travelling between the two communities.
- A small number of very long-term staff nearing retirement is a concern for succession planning within PLS, especially if the younger staff contingent cannot be retained to ensure continuity and strategic direction.
- Staff presence in PM has been inconsistent.
- There are significant office space constraints for staff at the Greg Moore Youth Centre, MRLC and PMFRC. This hinders staff's ability to do their job effectively, e.g., no privacy when dealing with staff or customer issues; the ability to serve both communities as staff would like, e.g., there is no spare office space in PMFRC for staff who work on-site occasionally; and poor office space has been identified as an issue that is contributing to low morale in some areas, e.g., booking staff working in the entrance to the PMFRC offices.
- Time spent travelling between MR and PM is a concern, especially with the PM office.
- Staff sometimes feel that they serve three "masters" in terms of reporting.
- The lack of dedicated GIS staff has resulted in:
 - Mapping not keeping current with parkland, e.g., extensive work required to update data for the Master Plan,
 - Differences in mapping approach in Maple Ridge and Pitt Meadows,
 - Not using the capabilities GIS offers as an analytical tool.

Strategic Objectives

- Ensure there are sufficient staff resources in the most effective roles to handle the demands of a growing population and evolving service expectations.

Recommendations

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,• 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 operations in general, and P3 arena operation in particular). Ensure that staff are recognized and that there are opportunities for upward mobility.• Focus on succession planning for eventual retirements of staff, e.g., train, nurture and develop the next generation of leadership. Keep staff up to date on technology capability and expertise.• Add marketing and communications expertise and budget resources in order to effectively incorporate and use the marketing plan being developed by the Recreation Division.
-------------------	--

7.4 Partnerships

Description

Partnerships are a key part of this organization. Partnering continues to be defined within PLS as: "Those relationships which results in the municipality entering into a lease or fee-for-service agreement with a "not for profit" community group, an agency or a business for the on-going provision of a community service." Many of the key relationships for service provision in the two communities fall within the partner category.

The established relationships and partnering agreements reflect collaborative and cooperative arrangements, involving planning, building and operating facilities, and providing programs on behalf of the communities.

Partnerships are pivotal to fostering community involvement, engagement and development in provision of PLS services to the communities. Partners magnify the capacity to reach out to and provide services to the public. Partners represent upside opportunities to achieve community need and satisfaction in a timely and efficient manner while at the same time ensuring accountability requirements are met.

Each partner relationship has unique characteristics and properties, but all partnerships fundamentally govern stewardship of facilities, places and/or programs. There is a major benefit to partnering as it leverages resources and builds capacity.

The School District relationship and partnership is seen as the foremost example of partnering for PLS. The following are some examples: some sports fields are shared by schools and leagues; staff on both sides work together well; artificial turf fields are a product of this agreement; maintenance is shared, e.g., grass cutting; Greg Moore Youth Centre has an excellent relationship with the School District; After School Kids Clubs are a great success.



Analysis

Strengths

- Partnerships contribute huge value to this department and the community. There is a clear understanding of the continuum of partnered relationships: from business to cooperative through collaborative with some emerging as integrated relationships. Some the current partnered relationships use an integrated approach in terms of planning services, sharing resources and implementing plans. Examples include business relationships with Recreation Excellence, the operator of Pitt Meadows Arena, the School District and Fraser Health.
- There is extensive effort invested in nurturing and developing community committees and networks, e.g., ECD, Middle Years, Active Communities. PLS is a strong supporter, guide and advisor.
- Partners are large and small, locally and regionally focused. Some partner groups are located in neighbourhoods and core areas while others serve distinct target markets. Some partners are “Hard to Reach” service providers. Partners help to connect citizens to opportunities in the community.
- There were noted efforts at improving communications between department representatives and partner representatives during the master plan review.
- The School Board is supportive of securing good access to some gyms after school.
- Fraser Health is an active partner, and some health oriented programming is occurring in the MR Leisure Centre.
- A PLS survey conducted every two years generates information from groups on service support.

- The School District agreement pertains to all public schools.
- PLS staff assists organizations with helping to forge direction, set goals and targets that are realistic and achievable.

Challenges

- Partners don't always have a clear understanding of the goals, principles, value statements and vision of PLS. This can affect relationships and cause confusion and misunderstandings. Some of the partners represent PLS in the community, but the lines can be blurred from a public perspective as to which is a partner and who is PLS.
- Agreements, including the processes, information and documents, among the partners vary widely. There is no clear delineation or clarification of vision, values or standards of community care in many of these agreements.
- Challenges exist with individual schools; it is sometimes difficult getting access to gym space after school for community use.
- Some organizations may not have the resources to implement goals and objectives as well as desired.

Strategic Objectives

- Ensure that partnerships are well defined, well managed, supported, valued and evolving.

Recommendations

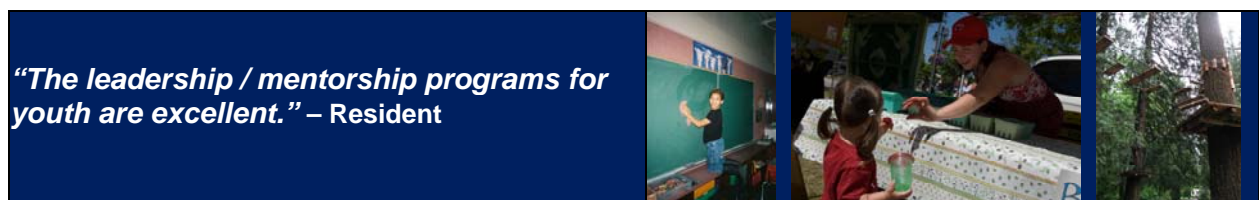
Management	<ul style="list-style-type: none"> • Develop criteria for new partnerships, and test these criteria with existing and potential partners, e.g., direct benefits to all parties; public support of the proposed service; operational efficiency and flexibility; public involvement in decision-making and evaluating outcomes; leverage of capital and or operating money. • 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 to ensure delivery of objectives and fulfillment of contract terms on a consistent basis to the level expected, e.g., arena. • Align customer communications, methods of provision of service, bookings procedures, etc. • Undertake an evaluation with each partner on an annual basis; the extent of the evaluation will vary with the partnership. • Develop consistent procedures and standards by centralizing certain activities, e.g., screening, risk management, orientation, evaluation and recognition. • Use the Community Capacity Framework as a template for organization capacity building and alignment for work within the department. • Update the School District partnership agreement to reflect current and future realities.
-------------------	---

	<ul style="list-style-type: none"> • Raise the profile of volunteers in the community through enhancing recognition programs. • Continue to support the establishment of a new Volunteer Maple Ridge – Pitt Meadows Centre to help build an integrated system and manage volunteers, without duplicating efforts. • Continue to manage volunteers through a technology-based Volunteer Management System (web-based). • Work with School District staff and principals to improve access to schools after hours, especially during the critical hours immediately after school, i.e., between 2:30 and 6:00 pm. • Partner with the health care sector, focusing on active living and prevention initiatives; PLS providing space and health providing instruction. • Encourage new forms of partnerships, e.g., Katzie First Nations, private and cross cultural. • Tap into baby boomers as volunteers, support them in identifying their strengths and opportunities to contribute to their community in meaningful ways, and recruit them to help their community. The concept of meaningful participation corresponds with developing personal and community experiences that matter and have purpose. • Continue to support sports groups and celebrate this volunteer base. • Seek more partnerships to develop social infrastructure for the hard to reach. • Develop more partnerships with clubs and associations.
--	---

7.5 Recreation and Cultural Programs

Description

The department offers an array of recreation programs to participants ranging from preschool through seniors. Programs are either provided directly by the department or through agreement with service providers. The department focuses its primary efforts in aquatics, preschool, and children and youth active living programs, and seniors' services.



Many programs are offered by fee-for-service or contract service groups. These include the Arts Council, the two arena operators, West Coast Kinesiology Ltd, and Ridge Meadows Seniors Society.

The fall 2008 Arts and Recreation Guide was a 48 page booklet which featured 21 pages of programs. The guide included 10 pages of arts and culture programs offered by the Arts Council, and 2.5 pages of personal fitness programs offered by Westcoast Kinesiology.

The department is the direct provider, facilitator, partner and enabler of sports, culture, arts, environmental, and recreation opportunities which meet the diverse needs of Maple Ridge and Pitt Meadows residents. Programs focus attention on: growth of the individual through cultural and active living opportunities, health and wellness, skating, and outdoor recreation. Active Kids programming receives significant attention with programs spread throughout the two communities. Most Active Kids programs occur in local neighbourhood schools.

Analysis

Strengths

- A broad range of programs exist that are accessible and of interest to citizens.
- The department strives to ensure that residents will have an increased sense of health and well-being as a result of participating in recreation programs.
- There is an identifiable focus on the benefits approach to participation in recreation activity.
- The PLS emphasis on children and youth programming is very evident and supported by the communities. Children's and youth programming continues to grow.
- Aquatics programming is particularly strong. MRLC has high utilization rates and a large volume of swim lesson registrants compared to other communities of similar size.
- The Leisure Centre has chosen to use an outside provider for group exercise programming. This allows the service provider and the Leisure Centre to focus their resources on key strengths and core competencies.
- PLS appears to providing appropriate types of programming to residents. The 2008 community survey indicated that 84% of respondents like the range of programming offered.

Challenges

- The 2008 community survey indicated that the overall satisfaction with programs and services decreased to 80% excellent/good from 86% in 2005. This lower value was identical to the response in 2002.
- Seniors of 60 years plus account for 2% of use at MRLC and PFRMC. Stimulating this age cohort to use the primary active living facilities is a challenge.

Strategic Objectives

- Ensure that programs are always providing the highest benefits to the entire community, as interests and needs change over time.

Recommendations

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.
-------------------	--

	<ul style="list-style-type: none"> • Determine if the department wishes to develop a net contribution margin for different types of programs. This formula would be calculated before any subsidy program impacts. • 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. • Communicate service level criteria which use identification of need, assessment of other service providers, locating appropriate sites, program planning principles and guides, identification of program target groups, program types, cost recovery goals, and outcome-based programming (matching value statements of communities and PLS). • Finalize the marketing plan being developed by the Recreation Division and incorporate appropriate elements into program research, design, operation, evaluation and measurement. • Determine programming type and volume for PLS facility-hosted activity. • Review facility space allocation and layout at both the Leisure Centre and Pitt Meadows Family Recreation Centre in order that emphasis can be heightened for fitness/wellness service and youth programming provision. • Prepare a recreation program development and emphasis model. Delineate within the model how programs flow through development and operations stages from the department to other providers. As an example show the level of program accountability in fitness/wellness and how people may transition to private sector or non-profit service providers. • Use compelling customer insights and customer desired value gained through ServQual studies produced through the Marketing Plan. • Increase efforts to determine what types of experiences residents would prefer from their recreation participation activities and modify the service portfolio to accomplish the vision, community goals and benefits. • Clarify depth of service provision and program resource support allocation rationale ~ what should the department offer and what should be offered by partners in more localized surroundings? Consider a balanced score card process to review social enterprise benefits for every partner-supplied program. • Constantly improve communications for promoting activity and registration. • Continue to work on development of the Active Living and Sport Strategy. Use the community development approach to strengthen the group development and tie in with existing networks. • Increase programming in neighbourhood parks and alternative recreation of community facilities. • Ensure staffing resources are adequate to effectively manage relationships with others who are providers of service; coordinate quarterly strategy meetings to share programming ideas and plans to reduce duplication and overlap where appropriate. • Provide support to community groups entrusted with responsibility for service provision. • Continue youth involvement in strategizing and operating youth focused service.
--	---

	<ul style="list-style-type: none"> • Continue programming responsiveness in older communities and neighbourhoods that are changing.
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 to expand arts programs in the community. • Work with the School District to expand arts, culture, and heritage education opportunities in the community and to negotiate an access agreement to the ACT for all schools.

7.7 Neighbourhood Development

Description

PLS believes that neighbourhoods can help people to feel connected and comfortable, and that indoor and outdoor spaces, facilities and services provided at the neighbourhood level offer many social, physical, economic, and environmental benefits. MR and PM only have a few neighbourhoods with a strong identity, e.g., Ruskin, Whonnock, Webster's Corner, Thornhill, Fraserview, Hammond, and Pitt Meadows core (historically). PLS has been supporting neighbourhood development with seed grants, information and guidance, and this has resulted in many wonderful activities including: clothing exchanges, family sports nights, Christmas meals, movie nights, talent shows, neighbourhood composting workshops, Easter egg hunts, and group bike rides.

In order to explore the opportunities of neighbourhoods, and to build on some successes, a Neighbourhood Futures Workshop was conducted as part of this Master Plan. The following are the highlights of how people define their neighbourhoods, per input received at the workshop:

- Some feel they do not have a neighbourhood, have no real sense of community, e.g., no hall, park or place where people can gather.
- Some characteristics of those who feel a sense of neighbourhood include: older established neighbourhoods with a diversity of family types and age groups, activities centered around a community hall or school, Block Watch program, place where people tend to live a long time, walking opportunities, dog walkers, people nearby with shared interest or activity; smaller area with good accessibility, e.g., can walk to shopping, everything is localized.
- Some live in townhouse complexes and do not feel well connected to neighbours, there is no particular meeting area, and people do not meet each other.
- Some feel connected to geographical features, e.g., mountains, streams, adjacent provincial parks.
- Some define their neighbourhood as where they shop, take children to school and play, walk the dog, their block, etc.

Analysis

Why are neighbourhoods important?

The following are the highlights of how people responded to this question at the Neighbourhood Futures Workshop:

- Safety and security for people in the neighbourhood,
- Connectivity – people knowing people and communicating, networking,
- A sense of belonging,
- Mutual support,
- Trust relationships,
- Raises quality of life,
- Important for giving people an opportunity for involvement,
- Neighbourhoods are an extension of your home,
- Particularly important for children – neighbourhood is their world,
- Social, civic and economic health,
- Resale value reflects good clean neighbourhood,
- Place of our largest investment – economic importance to family,
- A lot of people in MR were not born in MR, so people's neighbours are becoming their sense of family. If people have a sense of belonging they are more likely to stay in their neighbourhood.

What are the elements of a successful neighbourhood?

The following are the highlights of how people responded to this question at the Neighbourhood Futures Workshop:

- Walkable with accessible green space within walking distance - parks, trees, shrubs, trails,
- Gathering spaces indoors and outdoors - places for people to connect, meet, share stories; school and neighbourhood parks are key opportunities for providing these spaces,
- Events and celebrations,
- Friendly to children, families, all age groups – “family” values, play areas for children,
- Crime free / security,
- Separated cycling trails that interconnect community parks,
- Places for children to play in nature that are rough, not manicured, supporting natural exploration,
- Amenities - benches, street furniture, garbage cans, places to sit down,

- People care about each other, welcoming and inviting, friendly, talk to each other, respect one another,
- Minimal traffic within the neighbourhood,
- People in the neighbourhood have input into planning and design of public space,
- Connecting neighbourhoods to the heart of the community (downtown) – walking, cycling, transit,
- Public art policy at the neighbourhood level, e.g. a tree planted, an old log called a “rocket”, a sculpture, a historical element, etc.
- A safe zone -an area with higher supervision where there is a safe after-school recreation area attached to the school or close to the school,
- Community garden spaces.

Challenges

- Poor bylaw enforcement
- Vandalism/crime in parks
- Homelessness
- Communication and coordination are particular needs that require ongoing support and attention. The community survey showed that 81% of respondents were not aware of PLS initiatives in neighbourhood development.
- Resources are limited. The staff person whose title is Neighbourhood Development also has various other responsibilities, reducing her ability to take on a more concentrated approach both in Neighbourhood Development and in supporting neighbourhoods with urban agriculture. In addition, the Building Community Solutions project that has been working to support neighbourhood development and the seed grants will no longer be funded by United Way after December.

Strategic Objectives

- Increase opportunities for people to feel connected with their neighbourhood.

Recommendations

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. Identify specific uses in consultation with the neighbourhood.
Capital Development	<ul style="list-style-type: none"> • Partner with neighbourhood groups on the development of community spaces, e.g., improvements to Albion Hall.
Management	<ul style="list-style-type: none"> • Require developers to include community centres in large housing developments. • Budget to accommodate events as they grow.

	<ul style="list-style-type: none"> • Seek funding to maintain the Seed Grant program and funding for Leadership Development.
Service Delivery	<ul style="list-style-type: none"> • Include in the planning and design of neighbourhoods: <ul style="list-style-type: none"> • Corridors within, around and between neighbourhoods for walking, cycling, etc. • Indoor and outdoor public gathering places – parks, schools, community hubs that include parks and schools • Neighbourhood parks that are accessible and safe • Link neighbourhood to downtown, other neighbourhoods and major facilities by trails and transit • Places for structured and unstructured play • A mix of generations from children to seniors, including housing options that support diversity, aging in place • A variety of spaces and amenities, e.g., benches, gazebo, play fort, formal and informal areas, manicured areas, community gardens, picnic tables, picnic shelters, washrooms • Woonerven - narrow roads and slow traffic, kids play on street • Support the following activities within the neighbourhood: <ul style="list-style-type: none"> • Education about the history of a neighbourhood, in collaboration with school district • Use of schools and other facilities to better advantage for neighbourhood uses, teens, etc. • Visiting significant natural areas within communities • More programmed activities in neighbourhood parks • Involving the neighbourhood in planning, design and beautification projects, e.g., art, murals • Involving children in volunteerism, etc. - building leaders • More sharing among neighbourhood associations • Provide the following information and resources: <ul style="list-style-type: none"> • Support, with small investments, high level involvement that emphasizes social development, e.g., SEED grants for neighbourhood initiative, money for grants, tools, public space • Publicize resources that the District can offer, e.g., stories on community development that don't get told and don't get heard, e.g. newspaper, sharing at schools, etc. • 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. • Ensure that public use facilities have access to washrooms.

7.8 Communications and Marketing

Description

At the present time, there are several broad-based marketing efforts. PLS, like many other recreation and parks departments, relies extensively on seasonal brochures to market and promote specific services and programs. PLS has responded to community interest in trails; the Maple Ridge and Pitt Meadows Outdoor Recreation Trails and Events Guide provides individual trail maps, and provides information of interest to the community, while also promoting Active Communities (park signs are addressed in other sections). The staff contingent focusing on marketing and communications for PLS is quite small; 1.5 staff members working within the combined customer service and marketing areas.

The 2008 budget for marketing was approximately \$72,000. This value has not changed in the past few years and is not forecasted to be elevated over the next 5 years. In comparison, the 2009 budget of \$81,669 allocated for operating the outdoor pools is forecasted for increases over each of the next 5 years. The marketing budget is less than the \$86,000 suggested as a dollar value in the 2001 Master Plan. Developing good quality, regular and consistent marketing and communication materials is becoming increasingly challenging. In 2001, the marketing budget represented 2% of the net budget; in 2008 it represented less than 1% of the budget. The recommended value to ensure sufficient marketing and communications materials to promote active healthy communities, stimulate community experiences, and assist with community capacity building would be approximately 2.5% of the budget.

A proposed new Marketing Plan endorses a community-driven approach to service planning that responds to current and forecasted needs for the two communities. The strategy, which is consistent with OCP and Council strategic directions, involves a disciplined approach to marketing. Implementation of this plan will take energy and time, and it will result in added value to the community.

Analysis

Strengths

- The Leisure Guide and the other brochures produced by PLS are well researched, presented, informative, and adequately distributed.
- The community survey indicated that there is good knowledge of the community special events and volunteer programs.
- The department has prepared its first marketing plan.

Challenges

- The limited budget restricts the effectiveness of communications and marketing. The lack of a budget increase over the next 5 years effectively reduces the net value available to be used for marketing and communications due to rising costs and expanded requirements anticipated for the department. Currently the marketing function may be more reactive rather than proactive due to the limited funding.

- The website is managed by others within the corporate function of Maple Ridge and is not flexible to the department's needs. Gaining the opportunity to update and change materials on a regular basis would improve the effectiveness of the web as marketing and communications tool.
- As noted previously in this document, there are various PLS programs which are not well known to the public.
- Groups supported by or working with PLS recognize the tremendous reach and marketing effectiveness of PLS crafted materials. They would appreciate an opportunity to once again tap into the credibility and confirmed viewership of the recreation and leisure guide marketing pieces created by PLS for their own promotional purposes.
- The community lacks one of the primary communications and marketing products available in most communities; an attractive, informative community map with the parks, facilities and trails identified. This is also an opportunity to recover some expenses through appropriate sponsorship.

Strategic Objectives

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

Recommendations

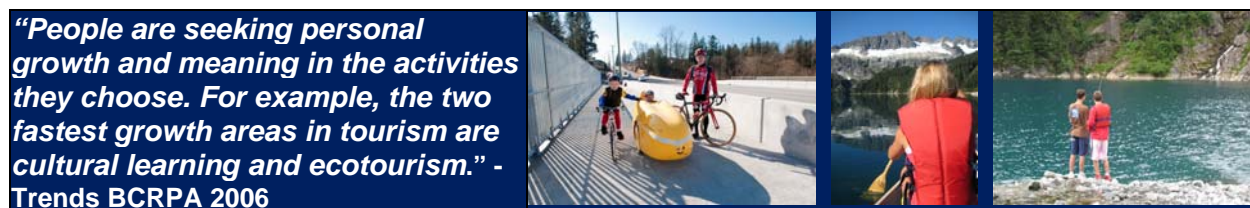
Management	<ul style="list-style-type: none"> • Implement the recommendations developed in the PLS draft Marketing Plan. • Increase the focus on customer acquisition and retention for the facilities within the system, with the emphasis on participants and residents. • Develop materials for new residents and ethnic communities; coordinate efforts with Community Development to learn more about how to connect to residents. Add greater emphasis and find more opportunities to connect with Hard to Reach populations. Use target marketing with low participating neighbourhoods, seniors and youth. Nurture development of interactive communications to increase feedback and two-way communication among residents and PLS. • Research methodologies on how to tap into new technologies. Use social network software, e.g., Facebook, especially to appeal to youth. Evaluate the provision of on-line registration as an option for registrants of programs. Review options to extend this service to partners. • Enhance social marketing efforts to support the focus on community development, and maximize the appeal of active communities, quality of life considerations, subsidy programs, neighborhood development, etc. • Promote the values and benefits of recreation, parks and cultural services to the taxpayer and Councils. • Distribute promotion information in a manner that increases access to program information while reducing the volume of printed material. • Continue pioneering new ideas for service and community building, and provide more "feel good" stories about successes to the media. • Expand research to include partners' programs and issues where possible;
-------------------	--

	<p>share research findings and insights.</p> <ul style="list-style-type: none"> • Tap into the strength of the web sites of the two communities. • Use the viral marketing and word of mouth appeal, “buzz” effect, to communicate to the community on the benefits of the service blueprint, as the recommendations in the Marketing Plan are incorporated into daily facility operations, program planning and management. • Adopt stronger marketing practices to identify target markets and make sound decisions on product, price, place and promotions. • Continue the focus on an entrepreneurial approach to maximizing the marketing budget by forging strengthened relationships with the business community, considering revenue-bearing market opportunities and partnerships with businesses. • Integrate community and sports groups into parks and leisure marketing. • Use stories to educate people, introducing a system to collect and communicate the stories, as this might help to reach non-participants. • Generate awareness of Legacies Now efforts in coordinating a sports organization province-wide registration system. • Promote other good communication and organization strengthening vehicles.
Operations	<ul style="list-style-type: none"> • Increase the communications and marketing budget to at minimum 2.5% of the PLS budget.

7.9 Tourism

Description

Economic Development, the Chamber of Commerce, and PLS are all involved in activities related to tourism. The previous organization, Tourism Maple Ridge Pitt Meadows, has been disbanded. While tourism is not one of the primary mandates of PLS, there are areas in which parks and recreation facilities and services support or contribute to tourism (note related information in other sections of this Master Plan, e.g., events and festival, museums, heritage sites and buildings, cultural facilities, sports fields and ball diamonds).



The following are some examples of PLS roles and responsibilities that support tourism:

- Managing the facilities, including buildings and parks, where events and tournaments take place,
- Working with a contractor and the sport community to develop a Sport Tourism Strategy (in 2009),

- Maintaining and promoting a comprehensive community event and activity calendar, which is used by residents and visitors,
- Placing all municipal facilities on the Legacies Now Host BC website,
- Establishing a Sport and Outdoor Recreation Council in 2009,
- Developing and maintaining the trail network, which is a popular day-trip tourism draw.

The area's tourism industry is oriented toward outdoor recreation and does not have the scale of hospitality infrastructure enjoyed by other Metro municipalities. Markets are believed to consist mainly of day visitors from elsewhere in the Lower Mainland who participate in the many outdoor activities afforded by the surrounding mountains, lakes, rivers and trails. A major destination attraction is Golden Ears Provincial Park.

The quality of the area's outdoor features and increasing participation rates in outdoor activities by the growing regional market suggest that the community has an opportunity for building a larger tourism base around the existing day-trip markets. Equestrian activities, agri-tourism, sports, outdoor recreation, First Nations interpretation, wildlife viewing, and heritage all have tourism potential. The long-term development of a more vibrant downtown core, in conjunction with festivals, events and cultural/ heritage themes, could easily bring in new visitor markets. By contributing to a vibrant and creative environment that attracts citizens, visitors and business, the image and reputation of the community is enhanced. (Source: Maple Ridge Community profile 2007)

The many festivals hosted by Maple Ridge and Pitt Meadows have the potential to attract a large number of attendees including tourists. This provides opportunities for businesses to network and promote their services to the community in a positive environment.

Tourism Maple Ridge and Pitt Meadows manages a full service Visitor Centre in Pitt Meadows and Visitor Info Kiosks at the Maple Ridge Public Library and the Pitt Meadows Regional Airport. There is also a good Website listing attractions in Maple Ridge and Pitt Meadows.

Experience the Fraser is a project initiated in 2009. A partnership of municipal, regional, provincial and First Nations governments, it will celebrate the Fraser River's natural and cultural heritage, enhance outdoor recreation opportunities, showcase the regions' riverfront communities and promote the Lower Fraser River Corridor as one of the world's great tourism destinations. This project will connect residents and visitors with communities, nature and the river by creating an opportunity for over 300 kilometres of multi-use trail and related amenities along the Fraser River from Hope to the Strait of Georgia.

Analysis

Trends

- Trend towards "local" tourism opportunities due to high transportation costs, aging baby boomers interested in recreation, significant amounts of free time, and increasing interest in environmental forms of tourism.

Strengths

- Visitors use major municipal, regional and provincial parks and trail systems in both communities.
- Many outdoor recreation opportunities afforded by the surrounding mountains, lakes, rivers and trails.
- Particular opportunities related to uses on the land and water along the river, as being explored through Experience the Fraser.
- Events and festivals, ACT (see section on Events and Festivals).
- Sports tournaments.
- Improving downtowns in both communities.
- Equestrian facilities unique in the Lower Mainland.
- Heritage buildings and sites of interest, especially on east side of Maple Ridge.

Challenges

- Key challenge in the tourism area is the lack of a clearly defined strategy that all parties that contribute to tourism can support and follow. Tourism, Economic Development and Recreation are all contributing, but an agreed upon strategy with defined roles and leadership would be valuable.
- Parks are not very visitor friendly, e.g., with “hosts” seasonally or on special weekends, visitor-friendly trail maps, shelter from rain, mobility/accessibility services and opportunities to spend money (concessions, rentals).
- Lacking signage, special identification, visitor kiosks on dykes with maps, visitor guides, etc., at parking lots and staging areas.
- Trails are not well connected to each other and to neighbouring communities, especially bike trails.
- Access to parks and trails by bus, even on major event dates, is limited.
- MR campground is under-serviced without showers or hook-ups; people go to Leisure Centre.
- Lacking good boat launch facilities, e.g., at Port Haney, Silver Bridge, South Bonson.

Strategic Objectives

- Support increased tourism opportunities around the existing day-trip markets.

Recommendations

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, e.g., banners, signs, marketing, set-up.
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, e.g., agri-tourism, First Nations', wildlife viewing, heritage, sport tourism, eco-tourism, slow food, arts and culture. • Depending on the tourism products selected, work with the relevant organizations to plan for appropriate facilities, services and marketing. • Work with small businesses and corporations on sponsorships and other mutually beneficial financial arrangements. • Work with others to promote the primary tourism products to other communities with target markets. • Encourage Translink to improve public transportation to destinations identified for tourists.
--------------------------------	---

7.10 Joint Delivery

Description

The joint delivery agreement between MR and PM, which was developed in 1994, requires a 3 year review. There is also an internal annual review, and a financial review every 5 years. The last financial review (Dunwoody) indicated that the agreement was worth keeping. During this Master Plan process, all focus groups and the public were asked for their input on the joint delivery system.

Pitt Meadows and Maple Ridge both continue to grow, and the new bridges will have major effects on land use, population and transportation. In general, efforts are made to distribute services equitably between the two communities. The use of specific facilities is affected by the location of the various facilities and population. The random public survey conducted every three years assists in gauging public use and perceptions about parks, recreation and culture services in the two communities.

The annual business planning approach used by PLS results in an integrated plan for MR and PM; it is presented in two separate formats to suit the individual Councils.

“Joint delivery has worked remarkably well considering the challenges.” – Workshop Participant



Analysis

Strengths

- The joint delivery agreement has worked remarkably well in general.
- The public don't perceive a boundary between the two communities in terms of parks and recreation services, they are unaware of any issues, and they are happy with the system. The public workshop and random telephone survey corroborate this; residents provided the same high service ratings in both communities.
- Joint delivery is highly efficient, e.g., avoiding duplication of facilities and resources, larger base for programs, better facilities, better joint planning. This was repeatedly stated by all focus groups.
- The financial review, last completed in 2002, determined that the benefits of the system to the partners are greater efficiency and more specialized resources and expertise, which are typical of a larger community the size of MR and PM's combined populations.
- PLS staff don't perceive a boundary, and get along very well with staff at both communities.
- Education, RCMP, sports, health, Chamber, and Rotary are also shared, therefore there is a precedent and others managing at this level.
- The sports booking system works well as a joint system.

Challenges

- There are often challenges with this type of agreement, especially when the two parties do not carry equal weight, since neither party has full control.
- Communication is critical with respect to any function which is shared between two municipalities. This has been emphasized by all of those involved in implementing the agreement. As the two communities grow larger this could become more challenging
- Managers and coordinators have a higher workload in terms of reporting, e.g., two Business Plans with different formats, grant applications, Municipal Advisory Report, duplicate systems and meetings; when Commission is involved they need to do their reporting three times.
- There are differences in processes and philosophies between MR and PM Councils, which can challenge staff.
- Many policies and procedures are different in each of the two communities, e.g., two separate budgets for capital costs, different procurement procedures, different signing authorities, different contracts with suppliers, different park closure times.
- Physically and socially the two communities are different, e.g., different land bases, different economies (PM is mostly agriculture, flood threat, heavy industry/transportation hub, strong identity especially among long-time residents; MR is on higher ground, has a different physical and cultural character).
- PM would like a stronger relationship and closer day-to-day communication with PLS staff.
- Programs may not be offered in both communities and transportation can make accessibility an issue.

- Residents need to travel farther to facilities, and the transportation system doesn't support this; the drive time east / west can be long.
- There are some challenges with the Agreement, e.g., anything requiring a bylaw (e.g., fees) needs to go to both Councils; some responsibilities are not specifically outlined, e.g., street trees, garbage, parking lots.

Strategic Objectives

- Acknowledge the benefits of the joint delivery model and continue to work on improving it.

Recommendations

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. • Consider excluding some areas from joint delivery, based on unique requirements in the two communities, with the agreement of both parties. Establish criteria for those services which should not be delivered jointly, e.g., where the two communities want to provide divergent service levels. • Review the role of the Commission with respect to achieving greater efficiency, e.g., strengthen Commission governance through methods such as reducing Council reporting to items outside of budget envelope, reducing items reported to both Commission and Councils. Continue to stress the importance of open and frequent communication at all levels, e.g., Councils, managers, foremen, and other staff, • Consider increased management staff in the Department to be located in Pitt Meadows, located in or near Pitt Meadows Municipal Hall when and if the opportunity presents itself. • Have cross team meetings with operational staff between Pitt Meadows and Maple Ridge, not just management. • Hold social functions with Maple Ridge and Pitt Meadows staff to build relationships and trust.

7.11 Operations

Description

Park maintenance requires a significant portion of the department's budget. Parks are maintained by the municipality in most areas. For some small parks (e.g., Dewdney mini park, boulevards adjacent to park, and trails), there is a Local Service Area (LSA) established to contribute funds towards maintenance. If this isn't established in advance, it requires 70% approval of residents,

therefore it is best to establish LSAs before subdivision. Sawyers Landing has a LSA for the mini parks, and Maplecrest has one for a trail. Harrison Landing Park is a concern since it requires a higher level of maintenance than anticipated, since it was originally planned as a more natural park. The municipality maintains “OCP” trails; extra trails built by developers are maintained by the development.

Others assist in park maintenance in particular cases. Some of the larger parks have a caretaker, e.g., Thomas Haney, Whonnock Lake, proposal for one at Pitt Meadows Athletic Park. They live rent free, and they work in lieu of rent for a similar value. An Adopt a Park program is in place to help with maintenance (e.g., trimming, litter, dog bags), however it has been difficult to retain interest in this. The Haney Horsemen maintain some trails, however they have trouble keeping up with demands and sometimes use contractors. Prison crews help with grass cutting near the airport, and at Albion Fairgrounds; they work under the care and control of Corrections; sometimes they have worked on trail maintenance with the Haney Horsemen. When prison crews are working, letters are sent to residents of MR; this is not required in PM.

Support Services are responsible for maintaining the recreation facilities. Aging infrastructure will add significant challenges to maintaining these facilities in the future.

“Maintenance staff and resources need to grow proportionately with new park development.” - Workshop Participant

Analysis

Strengths

- Generally, park operations and support services staff are effective in their maintenance and operations responsibilities.
- Efforts have been made to make operations more sustainable, e.g., computerized irrigation control, reduction of pesticides.

Challenges

- Money for maintenance and lifecycle/replacement/repair has not kept pace with the growing population and increasing demands.
- Parks at Silver Valley need high maintenance due to swales, small parks, even one water play element that needs daily attention in summer; there is no LSA to help cover these costs.
- Sustainability measures could be increased, e.g., vehicle emissions, tools, reduction in travel, etc.
- Trails are not sufficiently maintained when there is too much reliance on volunteers.
- School sites, including sports fields, are not always maintained to the same standard as park sites.
- There is growing concern among indoor facility patrons about security; this is especially true in the core areas of Maple Ridge.

- Indoor recreation facilities are aging, and an analysis of systems within these facilities may be required, e.g., roof age and deterioration may be a concern, some do not meet modern standards of accessibility.
- It is not known whether the current Lifecycle Management Program meets a Managed Care facility maintenance budget recommendation of 3 to 3.5% of current replacement value. Managed Care is actually one of five maintenance levels and is a maintenance level of 3 which is well below showpiece facilities (level 1).
- Most facilities do not meet LEED principles,

Strategic Objectives

- 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.

Recommendations

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. • Incorporate new interchangeable customer experience toys/equipment into indoor facility inventory.
Operations	<ul style="list-style-type: none"> • Continue to involve prison crews and volunteer groups in landscape maintenance work where possible. • Reduce landscape maintenance standards where possible, along with a public education program and/or public involvement in maintenance, e.g., Vancouver's boulevard program. • Coordinate maintenance standards of facility operations of the two communities' facilities. • Increase operations budgets for additional staff, equipment, training, etc. Create satellite stations for Parks Crew (instead of centralized), benefits – environmental, efficiency, etc. Ensure that trails are maintained to appropriate standards. • Continue to work on increasing sustainability measures, e.g., LED lights on trucks, engine not running, waste and energy programs, ServQual Research recommendations. • Ensure adequate lifecycle replacement budgets are in effect for indoor facilities, including facilities managed by partners on behalf of PLS. • Incorporate new measures to monitor service call volume and type of call to plan for lifecycle replacement. • Continue efforts at ensuring safety/security provision at indoor recreation facilities.
Advocacy / Facilitation	<ul style="list-style-type: none"> • Work with planning dept to establish LSA's where needed prior to subdivision.

	<ul style="list-style-type: none"> • Increase marketing for the Adopt a Park program to encourage more interest. • Establish stronger partnerships with school district works yard.
--	---

7.12 Sustainability

Description

Sustainability is an important principle in both the MR and PM OCPs. In addition, MR prepared a policy called Simply Sustainable. Maple Ridge Council supported sustainability efforts recommended in the 2007-2011 Sustainability Report by implementing actions such as:

- Developing an inventory of corporate greenhouse gas emissions and establishing targets for achieving carbon neutrality.
- Demonstrating innovation by creating a policy that all new municipal buildings achieve minimum energy performance targets, and creating a green building program for residential, commercial and industrial buildings. Other sustainable efforts in the corporate service areas include an environmental purchasing policy, green fleet policy, employee smart commute program, and waste reduction through initiatives such as online registration and an electronic parks and leisure brochure.
- Creating compact and complete communities with programs such as Smart Growth on the Ground Program and the Town Centre Area Plan and Park Strategy which are working to increase density in the downtown.
- Protecting agricultural resources and creating the Agricultural Advisory Committee.
- Protecting natural resources and environmentally sensitive areas by planning initiatives such as stream mapping and inventory information system.
- Reducing carbon dioxide through the creation and restoration of habitat with the planting of 300,000 native trees in Maple Ridge parks and on municipal lands through the Maple Ridge Community Ecosystem Restoration Initiative; 85,000 trees were planted up to 2008.
- Fostering sustainable lifestyles at the community level through initiatives such as community gardens and active transportation with walkway improvements, bike lanes, and trails.

Additional efforts include:

- Ongoing work by the Green Infrastructure Study Group,
- Implementing Metro water conservation regulations in city irrigation systems, and
- Low flow plumbing parts, monitoring water use, more recycling, and green products.

Active Sustainability Initiatives by Pitt Meadows include:

- The Pitt Meadows has recently adopted a Council Policy that requires the completion of a "Smart Growth Checklist for Development Applications" for all Development Permit, Land Use Bylaw Amendment, and Official Community Plan Amendment applications.
- Pesticide bylaw has been in place for years.



Analysis

Strengths

- MR and PM have both made significant strides in sustainability efforts, e.g., LEED gold buildings, green initiatives.
- Parkland protection, habitat protection and enhancement, and trail development can help to achieve sustainability objectives.

Challenges

- The challenge of sustainability is significant, especially achieving greenhouse gas reduction and carbon neutrality.

Strategic Objectives

- 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.

Recommendations

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. • Encourage forward thinking, long-term view; selling concept of change for sustainability. • Lead by example and communicate what PLS is doing in the community. • Keep up with “green initiatives” and education.
Operations	<ul style="list-style-type: none"> • Encourage citizen involvement e.g. neighbourhoods maintain their greenspace, boulevards; and sustainability of operations (see Operations section).

8.0 IMPLEMENTATION AND FUNDING

8.1 Phasing and Costs

The implementation of many of the recommendations listed in this Master Plan will require the commitment of significant resources, and these commitments must be considered in relation to other municipal needs. The time frame for this plan may be insufficient for full implementation given the resource requirements and available funding.

A sample implementation schedule is attached to this plan (see Appendix B), however the ultimate schedule will be established by Maple Ridge and Pitt Meadows during their business planning cycles. Even once a schedule is adopted, it will likely need to be modified over time to reflect emerging municipal needs and/or unanticipated funding from other sources. For example, the availability of senior government grants for a particular area of service may precipitate advancing a particular project to take advantage of the opportunity. The availability of capital through the sale of municipal lands may also enable a project to be advanced.

Critical to implementation decisions is the consideration of ongoing operating and lifecycle costs. It is not enough to provide the funding for construction of a new facility or park. The operating funding, which is often more significant over time than the initial capital cost, must be considered, and the capacity to accommodate that ongoing cost must be available within the overall annual municipal budget.

The implementation schedule identifies the approximate funding required (in 2010 dollars) for the various service enhancements and projects identified in the plan which require funding beyond the current municipal funding envelope for Parks, Recreation and Culture. The schedule does not include land acquisition or park development which can be funded by Development Cost Charges or parkland acquisition funding. Both of these sources of funds are acquired as development occurs in the communities. These funds are collected for these specific purposes and cannot be used for other municipal initiatives.

The implementation schedule is provided as a sample of the long term financial planning which will be needed for the plan recommendations to be implemented. Adoption of the plan should not be contingent upon this particular implementation schedule, rather adopting the plan should include a commitment that a schedule based on the funding envelopes identified by Maple Ridge and Pitt Meadows Councils will be established during the next business planning cycle. Developing a final schedule during the business planning cycle will ensure that the implementation schedule is considered along with all municipal requirements rather than in isolation. It will also provide opportunities for staff and the two Councils to indicate their commitment to the plan, to each other and to citizens who have expectations related to various initiatives in the plan.

The schedule identifies priorities in terms of their timing in the plan. Each project has been assigned a high, medium or low priority. The ranking was based on subjective criteria established through consultation with the public during their review of the draft plan, ranking by staff and the Parks and Leisure Services Commission, and subsequent review by both Councils.

The criteria for prioritization are as follows:

1. **Community Development** - Initiatives which support community capacity building (volunteerism, leadership development and community connectedness) through community development should receive a higher priority than those which do not.
2. **Service Distribution** – Initiatives which support the enhanced geographic distribution of services, particularly for those populations who may find proximity important to their participation, should receive a higher priority than those that do not.
3. **Active Living** – Initiatives which provide opportunities for citizens to become more physically active (and therefore healthier) should receive a higher priority than those that do not.
4. **Inclusiveness** – Initiatives that enhance the degree to which all citizens are encouraged to become active participants in their community (and recreation services in general) should receive a higher priority than those that do not.
5. **Range of Services** – Initiatives which increase the range of available services should receive a relatively high priority as they will better serve a more diverse community of interests.
6. **Number of citizens who benefit** – Initiatives which provide benefits to larger numbers of citizens should enjoy a higher priority than those which benefit a relatively small number of citizens. This includes those initiatives which are required to address significant capacity issues where, for example, current facilities cannot handle the level of use or number of citizens who wish to participate in the activities they house.
7. **Sustainable Services** – Initiatives which are relatively self-sustaining and contribute to the community and citizens' sustainability should enjoy a higher priority than those which are very highly subsidized and do not contribute to sustainability.
8. **Low Cost** – Services which cost a relatively small amount to provide, offer significant benefits, and represent low cost opportunities for citizen involvement/participation should enjoy a higher priority than those that cost a great deal to provide and require significant fees for citizen participation.
9. **Adaptable** – Initiatives which serve a broad range of citizens (all ages, etc.) and are more adaptable to changing demographics should enjoy a higher priority than those which are not adaptable over time.
10. **Taking good care of (and full advantage of) existing assets:**
 - facility and park infrastructure,
 - excellent volunteers and staff, and
 - critical partnerships.

Initiatives which protect the existing assets of the two municipalities should enjoy a higher priority than new ventures, since the major investments have already been made.

11. **Green Initiatives** – Initiatives which contribute to positive environmental impacts should enjoy a higher priority than those that do not.

12. **Taking advantage of current opportunities** – Initiatives which take advantage of opportunities which might be lost later should be given a higher priority (e.g., purchasing land now rather than trying to do so once development occurs, grant opportunities).
13. **Ability to Phase** – those initiatives which can be started at a base level and ramped up over time as needs increase and resources become available should enjoy a higher priority than those where a very large financial commitment is required all at one time.

8.2 Funding Sources

Much of the funding for parkland acquisition and park development in Maple Ridge and Pitt Meadows is derived from development cost charges and parkland acquisition funding (provided as 5% cash in lieu from developments where parkland is not dedicated). Some revenue from general taxation is also used each year to provide the required infrastructure and operating funding. Funding to accommodate population growth and an associated increase in services is accommodated in the five year plan for Parks and Leisure Services within the current funding envelope.

The implementation schedule in this plan requires funding beyond these sources to proceed. With one exception, the projects listed in the implementation schedule (and their operating costs) are anticipated to be funded through general taxation and user fees (operating costs are identified in the schedule as the net cost of operation). The one exception is the Maple Ridge Museum where some level of senior government funding would be required (similar facilities in other communities have had at least one third of the capital cost provided by senior governments). Opportunities will be taken to apply for grants where possible.

Some of the larger projects in the plan anticipate borrowing, which would require special approval. The sample implementation schedule assumes such approvals would be obtained, and anticipates tax increases in each of the two communities in order to implement the plan. In Maple Ridge, the increases start in 2013 at 0.5%, moving to 1% per year thereafter. In Pitt Meadows, the increase commences in 2011 at 1% per year in order to build reserves in advance of some of the major projects. The increase becomes 1.5% in year seven (2017) when it is anticipated the indoor pool addition to the Pitt Meadows Family Recreation Centre will be completed.

This financial model will fund:

1. Several operational enhancements.
2. In Pitt Meadows: capital and operating requirements for the indoor pool and fitness centre, seniors' centre, youth centre, and PM Heritage Hall upgrade.
3. In Maple Ridge: capital and operating requirements for a new 300-person banquet hall and park enhancement in Memorial Park, the Museum (with grants), an Albion Fairgrounds upgrade (enhanced parking and two new artificial turf fields), and the East Maple Ridge Community Centre (first phase). It will not cover the stadium or the Albion Field House within the ten year time frame (the latter is too large a project at \$24 million)

A reduced level of funding (lower tax increases or a later start in setting funding aside) will result in fewer initiatives being funded within the ten year time frame of the plan. A more aggressive level of funding will allow the initiatives to be achieved more quickly.

The sample plan is based on gradually building up capacity in both communities so there are no significant capital improvements contemplated until year four. The pool is anticipated in year seven and projects like the East Maple Ridge Community Centre are anticipated at the end of the ten year period.

8.3 Measurement Tools

Description

- Purpose is to have tools to assess how well PLS is doing in delivering services, and to have information to support decision-making
- Existing system is based on 25 benefits and a large number of indicators, identified in the 2001 plan under the heading “Measuring Success”, some of the more onerous indicators have been dropped
- Various recreation and other professionals have been working on measurement tools, especially in the past 5 years

Analysis

Strengths

- The best indicators of success come from individual meetings or informal random discussions with patrons by staff; this includes work with partners and conflict resolution between groups when needed, e.g., sports field users.
- Analytical measures are important for credibility with Council and Commission. PLS is fairly strong in that due to: community survey every 3 years, statistical reporting on use of facilities and programs.
- Exit surveys have been useful in the past.
- Focus groups are useful for feedback.
- Have records of service calls, e.g., number of complaints and compliments, incidents, rescues, presentations, etc.
- The CLASS system contains extensive data that could potentially be used as a tool.

Challenges

- Some measures in the current system relate well to the benefits and others don't; weakness in linking some of the measures to the benefits.
- PLS doesn't have the capacity to measure everything, therefore need to reduce the number of measures to the key ones.
- Need a stronger connection between the objectives, principles or benefits, and measures.
- Need to capture the volunteer hours.
- There are experience and interaction gaps, e.g., what else would people like to see? Do you feel better now than when you arrived?

- PLS doesn't have the capacity to analyze CLASS system data.

Trends

- Some systems promote detailed evaluation methods; problem is capacity to complete the evaluation, may take away from staff to deliver services.
- A common approach is identification of outcomes, e.g., a healthier population; measures include amount of exercise, medical records, etc.; difficult to prove cause and effect, i.e., if the population is getting healthier, to what extent is it due to the recreation services offered? To what degree do other programs, e.g., health marketing, medical services, private fitness suppliers, contribute to these effects?
- Most recent trend is simplification of the measurement tools to the most informative ones.

Strategic Objectives

- 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.

Proposed Measurement Tools

The measurement tools should provide information on the degree to which the following values are being achieved:

- **Connected Community:** How is the community feeling about their interactions with each other? Sense of social well-being and sense of belonging? Experiences of diversity and inclusiveness? Extent of volunteerism? Response of PLS to the needs expressed in the community?
- **Energized Community:** How active are people? Level of health and wellness, and active living? Accessibility? Level of engagement and participation? Skill development, initiative, and self-empowerment? Diversity of opportunities? Enthusiasm, passion, and enchantment? Stewardship and community pride? Are the values of creativity, awareness, and forward-thinking modelled and shared?
- **Collaborative Community:** Are people working with each other towards a common goal? Is there efficiency, accountability, cooperation, and coordination? Value in partnerships, sharing, and social entrepreneurship? Is capacity-building stimulating leadership? Are people contributing, listening, and respecting with transparency and openness?

The following table shows existing and proposed measurement tools, the extent to which they are currently measuring the values, and how they could improve at measuring certain 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	

- **Community Survey** – conducted ever three years measures all values, especially since levels of fitness was added in 2008
- **Statistical Reporting** – annual reporting of attendance figures and participation in programs does a good job of tracking levels of involvement
- **Community Group Survey** – conducted every two years, with the second time just complete, is an excellent tool for measuring connectedness and some forms of collaboration
- **Exit Surveys** – not used extensively to date, it is recommended that PLS obtain computer kiosks suitable for exit surveys, and that these be used on a rotating basis to measure the connectedness and collaboration, as part of the overall “experience” of the facility or park
- **Individual Meetings** – these are an excellent tool for collecting any type of information, and they occur randomly now. It is recommended that PLS identify on an annual basis the questions they have in relation to potential gaps in service, and that random interviews be conducted and documented formally.
- **Focus Groups** - these are also an excellent tool for collecting any type of information, and they occur randomly now. It is recommended that PLS identify on an annual basis the questions they have that are suited to exploration in focus groups, and that focus groups on specific topics be conducted and documented formally. For example, this could be an appropriate tool for collecting information on capacity-building efforts with outside partners.
- **Meeting Standards** – the Master Plan contains standards for certain elements, e.g., parkland supply per population, parkland supply per service area. Progress in relation to these standards should be measured annually.
- **Volunteer Hours** – because capacity-building and community development are such key elements of the service provided by PLS, it would be useful to have more information on volunteerism than that provided in the community survey. It is recommended that an improved online system be implemented, with some type of reward, and that all groups be encouraged to record their volunteer hours, noting that another benefit of having the data is support for obtaining grants. PLS upgraded its volunteer tracking software recently, however it is difficult to get volunteers to record all of their hours. Some kiosks recently installed may assist with that.

- **Service Call Records** – like informal meetings, service calls provide a record of community input. It is recommended that these be recorded, if they aren't already, along with follow-up responses by PLS.
- **CLASS Data Analysis** – the information potentially acquired through analysis of the CLASS system may or may not be relevant to measurement. It is recommended that an analysis be undertaken to evaluate the costs and benefits of different types of analysis of CLASS data.
- **Partner satisfaction surveys** - annual. Determine level of satisfaction of partners with working relationship and agreements with PLS. Work with community partners to identify research methods and indicators, e.g., how to measure goals like a healthy community. This is what the community group survey is essentially, could go farther, also a rec in the marketing plan.
- **SERVQUAL Research** (contributes to all 3 categories) – part of marketing plan.

8.4 Next Steps

In addition to the recommendations contained throughout this plan, one key step will be to amend MR and PM OCPs to incorporate new Parks, Recreation and Culture Master Plan provisions.

The Master Plan duration of 10 years may be too long due to the possibility of significant change occurring within the two communities as a result of the new Golden Ears and Pitt River Bridges and other changes to regional planning. Staff may need to consider reviewing the need for a full or partial update after 5 years.

APPENDIX A: EXISTING PARKS

Municipal Parks

Maple Ridge

Park Type	Park Name	Area (ha)
MUNICIPAL	Albion Fairgrounds	12.73
MUNICIPAL	Jerry Sulina	19.14
MUNICIPAL	Maple Ridge	9.03
MUNICIPAL	Maple Ridge Campsite	3.34
MUNICIPAL	Maple Ridge Cemetery	7.07
MUNICIPAL	Maple Ridge Golf Course	16.00
MUNICIPAL	Maple Ridge Lawn Bowling	2.09
MUNICIPAL	Maple Ridge Upper	3.80
MUNICIPAL	Memorial Peace	1.07
MUNICIPAL	Thornhill Future Park	97.99
MUNICIPAL	UnNamed1	1.52
MUNICIPAL	Whonnock Cemetery	0.49
MUNICIPAL	Whonnock Lake	60.53

Pitt Meadows

Park Type	Park Name	Area (ha)
MUNICIPAL	Cottonwood/bmx	4.08
MUNICIPAL	Harris Landing	9.75
MUNICIPAL	Menzie's Crossing	1.67
MUNICIPAL	Shoreline	1.74
MUNICIPAL	UnNamed9	0.97

Community Parks

Maple Ridge

Park Type	Park Name	Area (ha)
COMMUNITY	Albion	13.96
COMMUNITY	Albion Sports	12.36
COMMUNITY	Allco	11.21
COMMUNITY	Cliff	2.25
COMMUNITY	Cross's Cabins	3.07
COMMUNITY	Davidson's Pool	0.61
COMMUNITY	Fraser River Walk & Park	0.04
COMMUNITY	Hammond Stadium	5.36
COMMUNITY	Haney House	0.39
COMMUNITY	Horseman's	3.64
COMMUNITY	Jim Hadgkiss	0.81
COMMUNITY	Merkley	0.66
COMMUNITY	Rieboldt	2.24
COMMUNITY	Ruskin	6.40
COMMUNITY	Selvey	4.60
COMMUNITY	Telosky/thomas Haney Center	5.79
COMMUNITY	Thornhill	3.84
COMMUNITY	Garibaldi Secondary	2.27
COMMUNITY	Maple Ridge Senior Secondary	5.92
COMMUNITY	Samuel Robertson Technical Secondary	2.27
COMMUNITY	Westview Secondary	2.78

Pitt Meadows

Park Type	Park Name	Area (ha)
COMMUNITY	Harris	4.08
COMMUNITY	Hoffmann	3.65
COMMUNITY	Pitt Meadows Athletic	15.07
COMMUNITY	Pitt Meadows Civic Centre	2.94
COMMUNITY	Pitt Meadows Museum	0.10
UNDEVELOPED COMMUNITY	UnNamed12	13.23
COMMUNITY	Pitt Meadows Secondary	2.63

Neighbourhood Parks

Maple Ridge

Park Type	Park Name	Area (ha)
MINI	Brown Avenue	0.06
MINI	Callaghan	0.16
MINI	Chilcotin	0.07
MINI	Country Lane Estates - North	0.11
MINI	Country Lane Estates - South	0.05
MINI	Creek's Crossing	0.08
MINI	Dewdney Parkette	0.06
MINI	Holly	0.13
MINI	Homestead	0.09
MINI	Horseshoe Creek	0.02
MINI	Storey Green	0.02
NEIGHBOURHOOD	Alexander Robinson	0.95
NEIGHBOURHOOD	Alouette	0.50
NEIGHBOURHOOD	Belle Morse	2.29
NEIGHBOURHOOD	Boundary	1.04
NEIGHBOURHOOD	Brickwood	1.65
NEIGHBOURHOOD	Camwood	0.64
NEIGHBOURHOOD	Canoe	0.90
NEIGHBOURHOOD	Church	0.93
NEIGHBOURHOOD	Cook	0.27
NEIGHBOURHOOD	Cottonwood North	1.90
NEIGHBOURHOOD	Fairview	1.28
NEIGHBOURHOOD	Fletcher	0.78
NEIGHBOURHOOD	Hammond	0.83
NEIGHBOURHOOD	Hampton	0.47
NEIGHBOURHOOD	Harry Hooze	3.74
NEIGHBOURHOOD	Jordan	1.37
NEIGHBOURHOOD	Kin	0.82
NEIGHBOURHOOD	Lion's	1.08
NEIGHBOURHOOD	Pioneer	1.54
NEIGHBOURHOOD	Reg Franklin	1.36
NEIGHBOURHOOD	Tolmie	0.67
NEIGHBOURHOOD	UnNamed10	0.63
NEIGHBOURHOOD	UnNamed11	3.56

NEIGHBOURHOOD	UnNamed2	0.92
NEIGHBOURHOOD	UnNamed6	0.96
NEIGHBOURHOOD	UnNamed7	1.27
NEIGHBOURHOOD	Volker	1.62
NEIGHBOURHOOD	Westview	1.89
UNDEVELOPED NEIGHBRHD	Landfill Site	13.70
UNDEVELOPED NEIGHBRHD	UnNamed3	4.07
UNDEVELOPED NEIGHBRHD	UnNamed5	2.40
NEIGHBOURHOOD	Albion Elementary	0.72
NEIGHBOURHOOD	Alexander Robinson Elementary	1.11
NEIGHBOURHOOD	Alouette Elementary	1.60
NEIGHBOURHOOD	Blue Mountain Elementary	2.39
NEIGHBOURHOOD	Eric Langton Elementary	1.84
NEIGHBOURHOOD	Fairview Elementary	1.91
NEIGHBOURHOOD	Glenwood Elementary	1.60
NEIGHBOURHOOD	Golden Ears Elementary	1.25
NEIGHBOURHOOD	Hammond Elementary	1.42
NEIGHBOURHOOD	Harry Hooze Elementary	1.36
NEIGHBOURHOOD	Kanaka Creek Elementary	0.94
NEIGHBOURHOOD	Laityview Elementary	1.78
NEIGHBOURHOOD	Maple Ridge Elementary	2.07
NEIGHBOURHOOD	Mount Crescent Elementary	2.02
NEIGHBOURHOOD	Riverside Elementary	1.51
NEIGHBOURHOOD	Webster's Corners Elementary	1.25
NEIGHBOURHOOD	Whonnock Elementary	1.71
NEIGHBOURHOOD	Yennadon Elementary	1.34

Pitt Meadows

Park Type	Park Name	Area (ha)
MINI	Advent	0.13
MINI	Chestnut Cres	0.38
MINI	Linden Grove	0.28
MINI	Lions Fun	0.17
MINI	Morningside East	0.05
MINI	Morningside West	0.02
MINI	North Commons	0.22
MINI	Roundabout	0.14
MINI	Shinglebolt	0.12
MINI	Unnamed Greenway	0.43

NEIGHBOURHOOD	Bonson	2.02
NEIGHBOURHOOD	Eagle	0.83
NEIGHBOURHOOD	Mitchell Road	2.85
NEIGHBOURHOOD	North Bonson	1.83
NEIGHBOURHOOD	Somerset	1.33
NEIGHBOURHOOD	UnNamed8	1.67
NEIGHBOURHOOD	Waterfront Commons	0.24
NEIGHBOURHOOD	Davie Jones Elementary	1.88
NEIGHBOURHOOD	Edith McDermott Elementary	1.80
NEIGHBOURHOOD	Highland Park Elementary	1.33
NEIGHBOURHOOD	Pitt Meadows Elementary	1.65

APPENDIX B: SAMPLE IMPLEMENTATION SCHEDULE

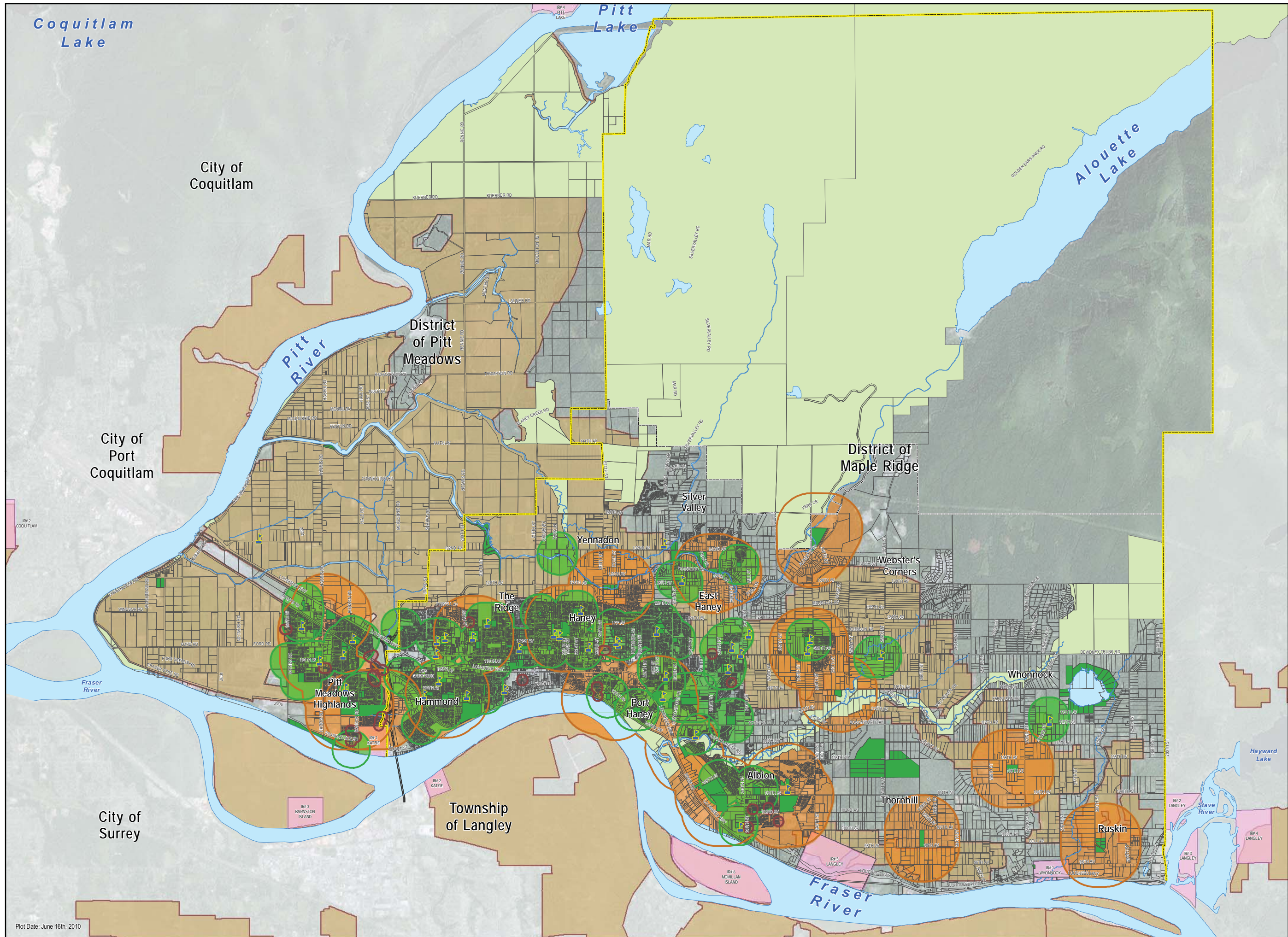
Service Category	Item	Priority Criteria met by item	Priority	Est. Capital Cost	Est. Annual Op. Cost Incl. life cycle	year 1	year 2	year 3	year 4	year 5	year 6	year 7	year 8	year 9	year 10	Comment
Trails	Trails - Comprehensive Plan	1,2,3,4,6,7,8,9,10,11,12,13	H	\$75,000		\$75,000 cap										
Trails	Trails - Signage System	as above	H	\$200,000			\$200,000 cap	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	
Trails	Trails - GIS/Trails Coordinator	as above	H		\$100,000	\$50,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	
Trails	Trails - Maintenance	as above	H		\$150,000	\$75,000	\$100,000	\$125,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	
Environment	Invasive Species Control	7,8,10,11,13	M		\$10,000				\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	seed funding for volunteer efforts
Community Beautification	Tree Inventory system and urban forest plan	7,8,10,11	M						\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	inventory update each year - maintenncance handled in park growth funding
Park Development	Albion Fairgrounds - Stadium	1,3,5	L	\$6,000,000	\$100,000										\$6,000,000	Game field, track and seating for 1500 plus. Likely cannot be accomplished unless other funding source secured.
Park Development	Albion Fairgrounds - Artificial Turf Field x 2	1,3,4,6,8,9,10,11	M	\$4,000,000	\$100,000								\$4,000,000	\$100,000	\$100,000	could be constructed on gravel fields if additional parking provided on expanded site.
Park Development	Albion Fairgrounds - Parking	10,13	L	\$1,500,000	\$100,000								\$1,500,000	\$25,000	\$25,000	
Urban Agriculture	Demo Farm	1,3,4,5,7,8,9,11, 13	M	\$900,000	\$30,000						\$900,000	\$30,000	\$30,000	\$30,000	\$30,000	
Urban Agriculture	5 Additional Community Gardens	1,2,3,4,5,7,8,9,10,11,13	H,M,L		\$500,000	\$50,000 cap	\$3,000	\$50,000 cap \$3000 op	\$6,000	\$50,000 cap \$ 6,000 op	\$9,000	\$50,000 cap \$9,000 op	\$12,000	\$50,000 cap \$12,000 op	\$15,000	\$50,000 per garden plus \$3,000/yr for every garden
Park Development	Youth Action Park & Tennis Courts at MR Park	1,2,3,4,8,9,13	M		\$800,000					\$800,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	operating includes \$30,000 mentorship program
Park Development	Hammond Spray Park	2,3,8	H	\$500,000								\$500,000				operating cost offset by elimination of outdoor pool operating costs
Park Development	Park Rangers Weekend reps	10	M		\$50,000				\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	Weekend customer service and security/bylaw enforcement
Indoor Facilities	New Aquatic & Fitness addition to PMFRC	1,2,3,4,6,9,10,12,13	H	\$15M to \$18M	\$900,000							#####	\$450,000	\$900,000	\$900,000	50/50 MR/PM Cost share on capital - hopefully some senior government funding
Indoor Facilities	Youth Centre expansion to PMFRC	1,2,3,4,8,10	M	\$2,000,000	\$200,000							\$2,000,000	\$200,000	\$200,000	\$200,000	anticipating 10000 sq. ft. addition (low cost const)
Indoor Facilities	Memorial Park Public Assembly Area	1,2,3,4,5,6,9,12	H	\$2M net of land value	\$150,000			\$2,000,000 cap	\$75,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	first floor able to open to park - small convention style - air space developed -
Indoor Facilities	Seniors Activity Area in PM 10K sq. ft.	1,2,3,4,8,10	H	\$3,000,000	\$100,000				\$3,000,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	operating costs may be reduced if centre is part of Srs. Assisted Living P3 Venture - 50% cap from land sales
Indoor Facilities	Albion Field House/Fitness Centre	1,2,3,4,5,6,9,13	L	\$24M to \$30M	\$300,000										#####	anticipating 120000 sq. ft. of relatively basic construction. Likely cannot be accomplished until other funding source secured

Service Category	Item	Priority Criteria met by item	Priority	Est. Capital Cost	Est. Annual Op. Cost Incl. life cycle	year 1	year 2	year 3	year 4	year 5	year 6	year 7	year 8	year 9	year 10	Comment
Indoor Facilities	East MR Community Centre (nic pool)	1,2,3,4,6,9,13	L	\$10,000,000	\$300,000										#####	25,000 sq. ft.(n.i.c. pool) - similar to Pitt Meadows FRC
Indoor Facilities	School Access Program and distributed youth program	1,2,3,4,6,7,8,9,10,11,13	H,M,L		\$100,000	\$10,000	\$20,000	\$30,000	\$40,000	\$50,000	\$60,000	\$70,000	\$80,000	\$90,000	\$100,000	Increase by \$25K/yr \$100K /yr.
Indoor Facilities	Pitt Meadows Area Manager	1,2,3,6,10	H		funded within existing growth envelope											Identified as a critical resource, covered by reallocation within existing budgets and current growth funding
Youth	Youth and Children's Program Manager Position	1,2,3,6,10	H		\$120,000	\$60,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	Currently no Manager in this critical and expanding area of service
Hard To Reach	Increased fee subsidy and Outreach Program	1,2,3,4,8,9,10	H		\$100,000	\$10,000	\$20,000	\$30,000	\$40,000	\$50,000	\$60,000	\$70,000	\$80,000	\$90,000	\$100,000	Increase by \$10K/yr to 100,000 and by pop. growth rate after
Events & Festivals	1/2 Time Festival Volunteer-PA	1,2,3,4,6,8,9,10	H		\$40,000			\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	
Events & Festivals	Festival Funding Increase	1,2,3,4,6,8,9,10	H,M,L		\$10,000	\$10,000	\$20,000	\$30,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	grad. Increase up to double current amount.
Museums	Maple Ridge Museum	1,4,5,10	M	6,000,000 net	\$300,000							\$6,000,000	\$300,000	\$300,000	\$300,000	2/3 funding from DMR remainder from Senior Gov. Grants (1/3 to 2/3)
Cultural Facilities/Program	Convert PM Heritage Hall to performing arts venue	1,2,4,9,10,13	H		\$800,000				\$800,000							Includes stage upgrade, sound upgrade, elevator upgrade, arts studio upgrade
Cultural Facilities/Program	PM Arts Coordination	1,2,3,4,9,10	H		\$20,000	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	planned to coincide with South Bonson opening
Strategic Planning Process (every three years)	3 year strategic planning & facilitated joint review	N/A	H,M,L		\$9,000			\$9,000			\$9,000			\$9,000		every 3 years
Marketing	Enhance communications funding	1,2,3,4,6,7,8,9,10,13	H		\$250,000	\$25,000	\$50,000	\$75,000	\$100,000	\$125,000	\$150,000	\$175,000	\$200,000	\$225,000	\$250,000	by \$25K/Year to total of
Neighbourhood Development	Establish east area neighbourhood coordinator	1,2,3,4,8,10	M		\$100,000					\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	
	Pitt Meadows One time Cap. - no debt					\$15,000	\$40,000		\$800,000							
	Total increase in annual Pitt Meadows Operating and Debt Payments*					\$50,000	\$40,600	\$26,800	\$269,000	\$64,000	\$17,600	\$727,000	\$199,600	\$124,000	\$9,600	
	Maple Ridge One time Cap. no debt					\$110,000	\$160,000	\$50,000		\$850,000	\$900,000	\$550,000		\$50,000		
	Total increase in annual Maple Ridge					\$200,000	\$162,400	\$257,200	\$176,000	\$256,000	\$70,400	\$1,072,000	\$798,000	\$496,000	\$788,400	
	Tax increases required (today's dollars) MR/PM %					MR 0/PM 1	MR 0/PM 1	MR .5/PM 1	MR 1/PM 1	MR 1/PM 1	MR 1/PM 1	MR 1/PM1.5	MR1/PM1.5	MR1/PM1.5	MR1/PM1.5	



APPENDIX C: ACRONYMS

Ac - Acres
ACT – Arts Centre and Theatre
ALR – Agricultural Land Reserve
ATV – All-Terrain Vehicles
BCIT – British Columbia Institute of Technology
DCC – Development Cost Charges
DTR – Dewdney Trunk Road
ESAs – Environmentally Sensitive Areas
GIS – Geographic Information System
GVRD – Greater Vancouver Regional District
Ha – Hectares
LEED – Leadership in Energy and Environmental Design
LSA – Local Service Area
MOU – Memorandum of Understanding
MR –Maple Ridge
MRLC – Maple Ridge Leisure Centre
OCP – Official Community Plan
P3 – Public Private Partnership
PLS - Parks and Leisure Services Commission
PM – Pitt Meadows
PMFRC – Pitt Meadows Family Recreation Centre
RCMP – Royal Canadian Mounted Police
RMSS – Ridge Meadows Seniors Society
SD – School District
TCT – Trans-Canada Trail
THSS – Thomas Haney Secondary School
UBC – University of British Columbia



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

Map 1:
Spatial Analysis of
Parkland

Legend

- Schools
- Municipal Boundaries
- Urban Planning Area Boundary
- Parks
- Regional Parks & Other Protected Areas
- 1 minute walking distance around Mini Parks
- 5 minute walking distance around Neighbourhood Parks
- 10 minute walking distance around Community Parks
- Indian Reserves
- Agricultural Land Reserve

Data Supplied By:

The Corporation of the District of Maple Ridge
Planning Department

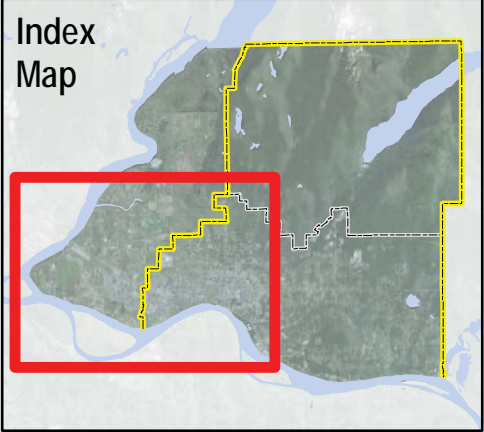
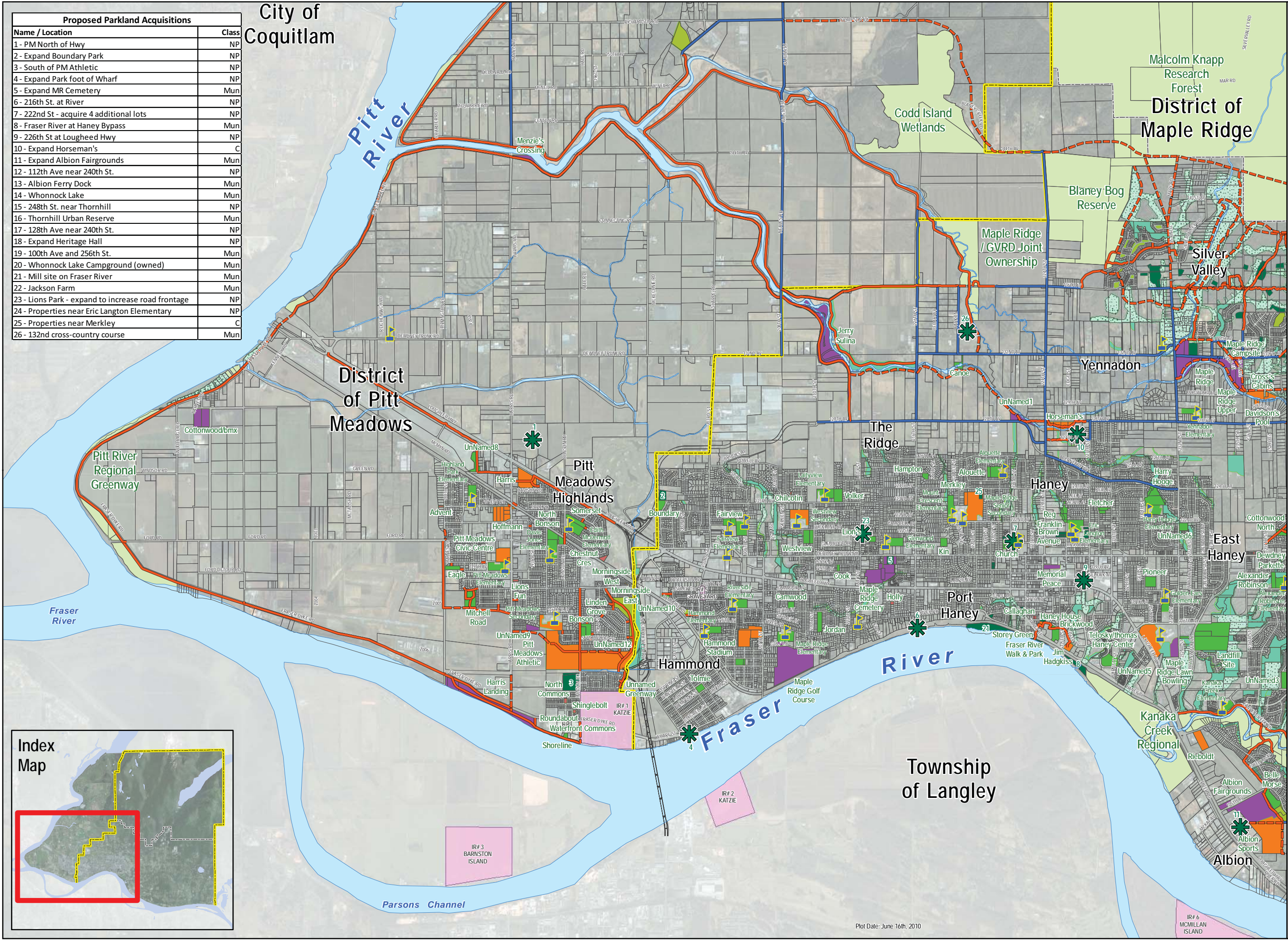


Meters

0 250 500 1,000 1,500 2,000

Proposed Parkland Acquisitions		
Name / Location	Class	
1 - PM North of Hwy	NP	
2 - Expand Boundary Park	NP	
3 - South of PM Athletic	NP	
4 - Expand Park foot of Wharf	NP	
5 - Expand MR Cemetery	Mun	
6 - 216th St. at River	NP	
7 - 222nd St - acquire 4 additional lots	NP	
8 - Fraser River at Haney Bypass	Mun	
9 - 226th St at Lougheed Hwy	NP	
10 - Expand Horseman's	C	
11 - Expand Albion Fairgrounds	Mun	
12 - 112th Ave near 240th St.	NP	
13 - Albion Ferry Dock	Mun	
14 - Whonnock Lake	Mun	
15 - 248th St. near Thornhill	NP	
16 - Thornhill Urban Reserve	Mun	
17 - 128th Ave near 240th St.	NP	
18 - Expand Heritage Hall	NP	
19 - 100th Ave and 256th St.	Mun	
20 - Whonnock Lake Campground (owned)	Mun	
21 - Mill site on Fraser River	Mun	
22 - Jackson Farm	Mun	
23 - Lions Park - expand to increase road frontage	NP	
24 - Properties near Eric Langton Elementary	NP	
25 - Properties near Merkley	C	
26 - 132nd cross-country course	Mun	

City of
Coquitlam

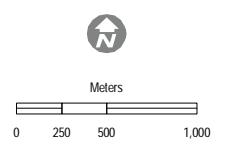


MAPLE RIDGE AND PITT MEADOWS
PARKS, RECREATION AND
CULTURE MASTER PLAN

Map 2:
Existing and Proposed
Parks & Trails

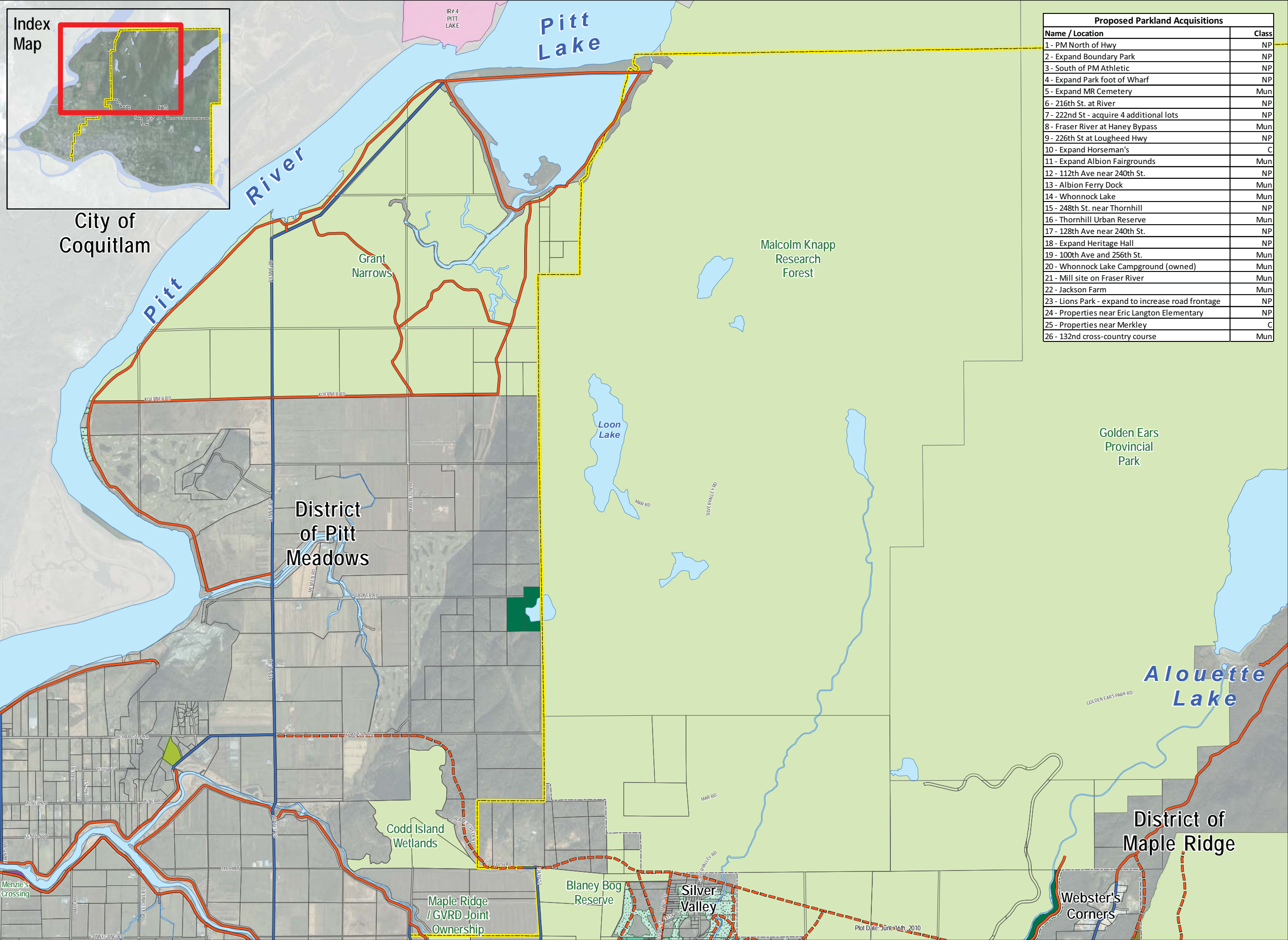
- Legend
- Proposed New Parkland
 - Proposed Parks (OCP Designated)
 - Proposed Natural & Open Space Areas (OCP Designated)
 - Proposed Trail
 - Existing Trail
 - Road Shoulder Trail
 - Schools
 - Municipal Boundaries
 - Urban Planning Area Boundary
 - Municipal Parks
 - Community Parks
 - Neighbourhood Parks
 - Mini Parks
 - Regional & Provincial Protected Areas
 - Open Space
 - Natural Areas
 - Forest
 - Indian Reserves

Data Supplied By:
The Corporation of the District of Maple Ridge
Planning Department



CATHERINE BERRIS ASSOCIATES INC.
Community • Environmental Planning • Landscape Architecture

Plot Date: June 16th, 2010



Proposed Parkland Acquisitions	
Name / Location	Class
1 - PM North of Hwy	NP
2 - Expand Boundary Park	NP
3 - South of PM Athletic	NP
4 - Expand Park foot of Wharf	NP
5 - Expand MR Cemetery	Mun
6 - 216th St. at River	NP
7 - 222nd St - acquire 4 additional lots	NP
8 - Fraser River at Haney Bypass	Mun
9 - 226th St at Lougheed Hwy	NP
10 - Expand Horseman's	C
11 - Expand Albion Fairgrounds	Mun
12 - 112th Ave near 240th St.	NP
13 - Albion Ferry Dock	Mun
14 - Whonnock Lake	Mun
15 - 248th St. near Thornhill	NP
16 - Thornhill Urban Reserve	Mun
17 - 128th Ave near 240th St.	NP
18 - Expand Heritage Hall	NP
19 - 100th Ave and 256th St.	Mun
20 - Whonnock Lake Campground (owned)	Mun
21 - Mill site on Fraser River	Mun
22 - Jackson Farm	Mun
23 - Lions Park - expand to increase road frontage	NP
24 - Properties near Eric Langton Elementary	NP
25 - Properties near Merkley	C
26 - 132nd cross-country course	Mun

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

Map 2:
Existing and Proposed
Parks & Trails

Legend

- Proposed New Parkland
- Proposed Parks (OCP Designated)
- Proposed Natural & Open Space Areas (OCP Designated)
- Proposed Trail
- Existing Trail
- Road Shoulder Trail
- Schools
- Municipal Boundaries
- Urban Planning Area Boundary
- Municipal Parks
- Community Parks
- Neighbourhood Parks
- Mini Parks
- Regional & Provincial Protected Areas
- Open Space
- Natural Areas
- Forest
- Indian Reserves

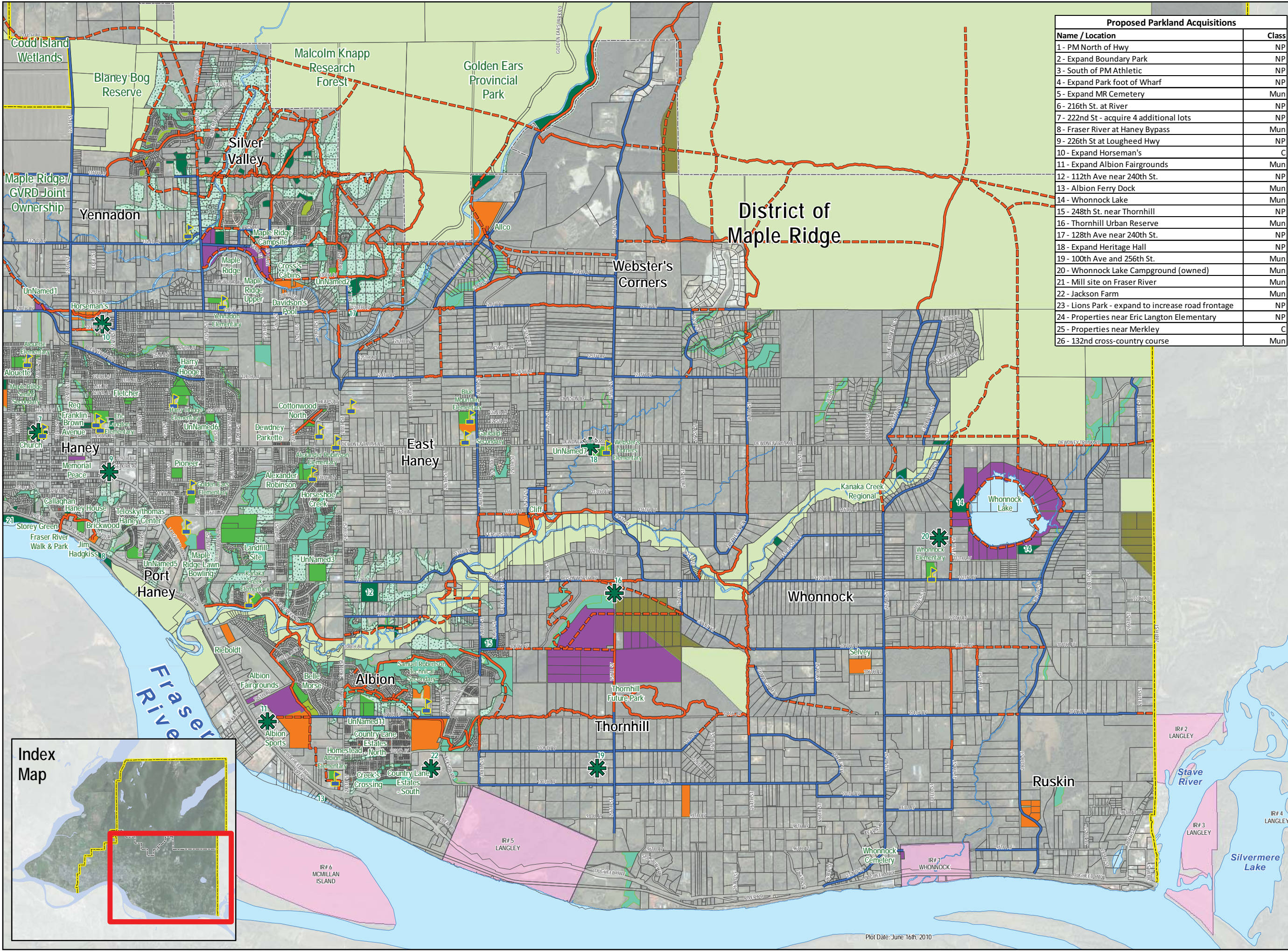
Data Supplied By:

The Corporation of the District of Maple Ridge
Planning Department

Meters

0 250 500 1,000

CATHERINE BERRIS ASSOCIATES INC.
Community • Environmental Planning • Landscape Architecture



Proposed Parkland Acquisitions	
Name / Location	Class
1 - PM North of Hwy	NP
2 - Expand Boundary Park	NP
3 - South of PM Athletic	NP
4 - Expand Park foot of Wharf	NP
5 - Expand MR Cemetery	Mun
6 - 216th St. at River	NP
7 - 222nd St - acquire 4 additional lots	NP
8 - Fraser River at Haney Bypass	Mun
9 - 226th St at Lougheed Hwy	NP
10 - Expand Horseman's	C
11 - Expand Albion Fairgrounds	Mun
12 - 112th Ave near 240th St.	NP
13 - Albion Ferry Dock	Mun
14 - Whonnock Lake	Mun
15 - 248th St. near Thornhill	NP
16 - Thornhill Urban Reserve	Mun
17 - 128th Ave near 240th St.	NP
18 - Expand Heritage Hall	NP
19 - 100th Ave and 256th St.	Mun
20 - Whonnock Lake Campground (owned)	Mun
21 - Mill site on Fraser River	Mun
22 - Jackson Farm	Mun
23 - Lions Park - expand to increase road frontage	NP
24 - Properties near Eric Langton Elementary	NP
25 - Properties near Merkley	C
26 - 132nd cross-country course	Mun



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

Map 2:
Existing and Proposed
Parks & Trails

- Legend
- Proposed New Parkland
 - Proposed Parks (OCP Designated)
 - Proposed Natural & Open Space Areas (OCP Designated)
 - Proposed Trail
 - Existing Trail
 - Road Shoulder Trail
 - Schools
 - Municipal Boundaries
 - Urban Planning Area Boundary
 - Municipal Parks
 - Community Parks
 - Neighbourhood Parks
 - Mini Parks
 - Regional & Provincial Protected Areas
 - Open Space
 - Natural Areas
 - Forest
 - Indian Reserves

Data Supplied By:
The Corporation of the District of Maple Ridge
Planning Department

0 250 500 1,000
Meters

CATHERINE BERRIS ASSOCIATES INC.
Community • Environmental Planning • Landscape Architecture