

City of St. John's
Recreation Master Plan

January 2025



ST. JOHN'S







Land Acknowledgment

We respectfully acknowledge the Province of Newfoundland and Labrador, of which the City of St. John's is the capital City, as the ancestral homelands of the Beothuk. Today these lands are home to a diverse population of Indigenous, and other peoples. We would also like to acknowledge with respect, the diverse histories and cultures of the Mi'kmaq, Innu, Inuit, and Southern Inuit of this Province.

Acknowledgments

Comprehensive recreation planning requires significant collaboration between City staff, Council, residents, and community partners.

The Consulting Team lead by RC Strategies and supported by Tract Consulting would like to graciously acknowledge and thank everyone who contributed their valuable knowledge and lived experiences to inform the preparation of this Recreation Master Plan.

We would also like to acknowledge the extensive support and directions provided by the following City staff members throughout the planning process:

Tanya Haywood
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Ken O'Brien

Recreation Master Plan Summary

The City of St. John's (the City) recognizes that recreation facilities, spaces, and programs are vital community assets and services that contribute to residents' quality of life as they provide opportunities to be connected to each other and their community. High quality recreation opportunities are fundamental to creating a vibrant community for all residents.

The City of St. John's Recreation Master Plan 2025 (Master Plan) provides a framework to proactively manage the current and future provision of these valued quality of life services. Building on the successes of the City's Recreation Master Plan 2008-2018, the new Master Plan outlines strategic directions to ensure equitable access to quality recreational opportunities that will foster health, well-being, and a sense of community over the

coming decade. Continually, the Master Plan will ensure that the provision of recreation services continues to support meeting the broader strategic goals of the City.

The Master Plan is built upon a comprehensive research and engagement program that explored the current and future needs for recreation in St. John's. Community input was critical to developing the Recreation Master Plan, feedback was provided through resident surveys, community group surveys, community sounding boards, community meetings, contributor discussions, and children's focused activities. In total, the project team had nearly 1,800 points of contact with the community throughout the project.

Recreation Master Plan Strategic Direction

The Master Plan's guiding principles, goals and recommendations are generated based on direction from community input, City of St. John's strategic planning documents, sector research, and input from City staff. One way to think about this Master Plan is as a "roadmap", that can help inform decision making and future collaborations between the City of St. John's and community partners in the provision of recreation services.

The Master Plan seeks to:

- Enhance service delivery capacity.
- Expand the diversity of recreation opportunities for residents.
- Empower the capacity of community organizations and partners to work collaboratively to improve collective well-being.
- Identify strategies to enrich regional and community partnerships.
- Promote the stewardship of existing recreation facilities and spaces.

The strategic foundations (guiding principles and goals) of the Master Plan build on existing planning strengths and community values, while simultaneously aiming to envision what could be the future of recreation in St. John's.

Guiding Principles



Equity and Access: The provision of recreation places, spaces, and programs will be reflective of the needs of all residents in all areas of St. John's.



Diversity of Opportunities: The provision of recreation places, spaces, and programs will focus on a range of affordable and inclusive opportunities to support physical, creative, and social activity.



Partnerships: The provision of recreation places, spaces, and programs will focus on engaging with community partners to meet the needs of current and future residents.



Quality Facilities and Spaces: The provision of recreation places, spaces, and programs will offer modern, relevant experiences that contribute to individual and community health and wellness.



Financial Responsibility: The provision of recreation places, spaces, and programs will demonstrate accountability through responsible fiscal management and prudent investment in recreation assets.

Strategic Goals



1. Inclusive and Diverse

Diverse recreation experiences across our places, spaces, and programs equitably support our communities' physical and social well-being and provide everyone the opportunity to be active.



2. Connected

Well-distributed, multifunctional, and connected places, spaces, and programs that respond to both current and future needs in St. John's.



3. Sustainable

Efficient and effective management and operations of places, spaces and programs that reflect best practices and foster community collaboration.

Recreation Master Plan Service Delivery and Infrastructure Recommendations

The Master Plan contains 10 recommendations focused on enhancing the delivery of recreation services, the strategic recommendations are supported by 37 tactical actions and three decision making frameworks to guide the implementation of the Master Plan by City staff. In addition to the service delivery recommendations there are strategies to guide the provision of seven recreation facility types. The recommendations will help to prioritize investment in recreation infrastructure over the next 10 years.

Recommendation Key Themes

- 1. Enhance Inclusivity and Accessibility**
 - » Address barriers to participation by expanding relevant programs and prioritizing serving all ages and abilities.
- 2. Strengthen Community Partnerships**
 - » Collaborate with local organizations and schools to expand the delivery of recreational services, leverage resources, build capacity and enhance program reach.
- 3. Improve Geographic Balance**
 - » Focus on equitable distribution of recreational facilities, with emphasis on developing neighborhood-level spaces and addressing transportation challenges.
- 4. Leverage Community Events**
 - » Support hosting of recreation events to promote inclusion, build community pride and connection.
- 5. Optimize Facilities and Spaces**
 - » Maintain facilities while incorporating innovative approaches to meet future demands, including multipurpose spaces that support spontaneous and unstructured activities.

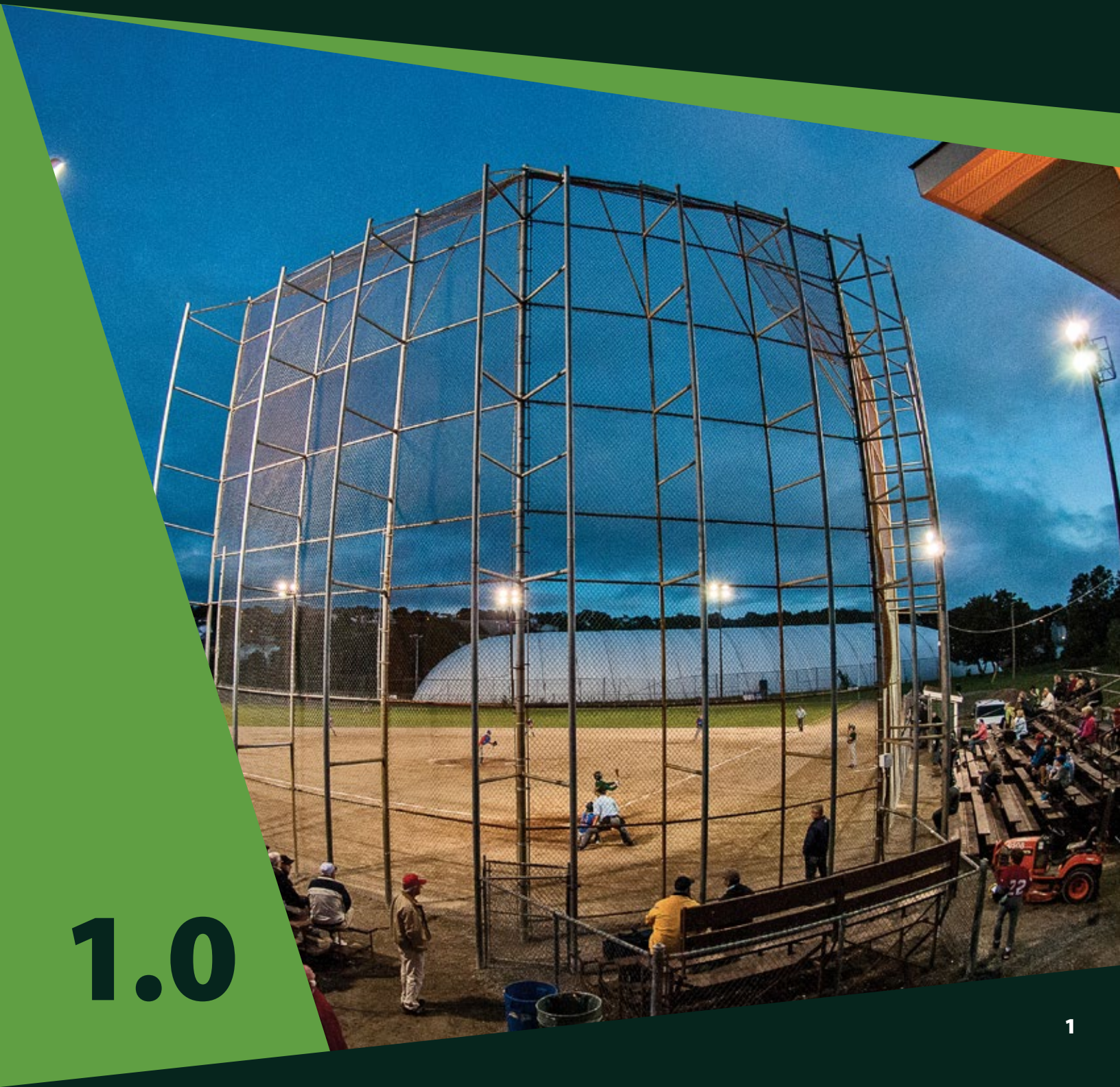
The adoption of the new Recreation Master Plan represents a commitment to fostering a vibrant, healthy, and inclusive community. The implementation of the Master Plan will ensure that recreation remains a cornerstone of life for St. John's residents, enriching their lives and strengthening the City's social and economic fabric.

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Introduction

1.0



Since 2008 the delivery of recreation in St. John's has been guided by the St. John's Recreation and Parks Master Plan 2008-2018. The Plan defined high-level future directions and priorities for recreation and parks in the city, aiming to create a vibrant recreation community that fosters healthy, active living for residents. Over the past decade, the Department of Community Services has worked to implement the plan in a focused and coordinated manner to ensure that the goals set out to enhance recreation in St. John's were met.

Through its investment in recreation, the City of St. John's (the City) has recognized that recreation facilities, spaces, and programs are critical community assets and services that contribute to residents' quality of life and provide opportunities for residents to connect with each other and their community. High-quality recreation opportunities are fundamentally important for creating a vibrant community. The continued investment in recreation underscores the City's commitment to fostering a vibrant community for all residents.

To support the delivery of quality recreation opportunities, the City is building on the good work completed as directed by the 2008 Master Plan by developing a new Recreation Master Plan (the Plan). The Plan will proactively manage the current and future investment in recreation opportunities. It will serve as an innovative and progressive roadmap to guide the delivery of recreation services for the City, community partners, and residents for the next 10-plus years, providing a long-term vision that will form the foundation for planning and decision-making.

“Recreation is the experience that results from freely chosen participation in physical, social, and intellectual pursuits that enhance individual and community well-being.”

**Framework for
Recreation in Canada
2015: Pathways to
Well-being**

Achievements Since 2008

The 2008 Master Plan identified strategic priorities to guide the service delivery of recreation, most of which have been achieved since the Plan was published.

Category	Priority	Achieved
Indoor Facilities	Reinvest in existing aging infrastructure.	Yes
	Create a multi-purpose leisure centre in each of the City's three service Zones.	Yes
	Invest strategically in high needs neighbourhoods.	Yes
	Partner with others including health authorities, schools, and other community partners.	Ongoing Work
Parks and Public Open Spaces	Finish what is started (including many park plans).	Yes
	Upgrade some existing infrastructure (artificial turf, upgraded sports surfaces, improved neighbourhood playgrounds).	Yes
	Linear connectivity (extend Grand Concourse and expand bicycle paths).	Yes
Leisure Programs and Services	Get the inactive active.	
	Provide more service to strategically identified groups that are most in need. These include youth, seniors, those with disabilities and those with physical, mental or cultural barriers to participating.	Yes
	Build and strengthen partnerships with others including health authorities, schools, Eastern Health, Department of Education, Eastern School District.	Yes
Operating and Management Processes and Policies	Better planning for public open spaces.	Yes
	Enhanced communications and marketing.	Ongoing Work
	Clear mandates that everyone understands (using public recreation and parks as a social utility).	Yes
	Invest in the City's human resources.	Yes

As well many of the infrastructure recommendations included in the 2008 Recreation Master Plan were also achieved including:

- Replacement of the H.G.R. Mews Community Centre.
- Replacement of the Wedgewood Park Recreation Centre.
- Replacement of the Southlands Community Centre.
- New shared use paths throughout the city.
- Creation of St. John's Parks and Open Spaces Master Plan 2014 which included development of new park classification system and policies to support master plan recommendations.
- Development of Kenmount Terrace Community Centre and park.

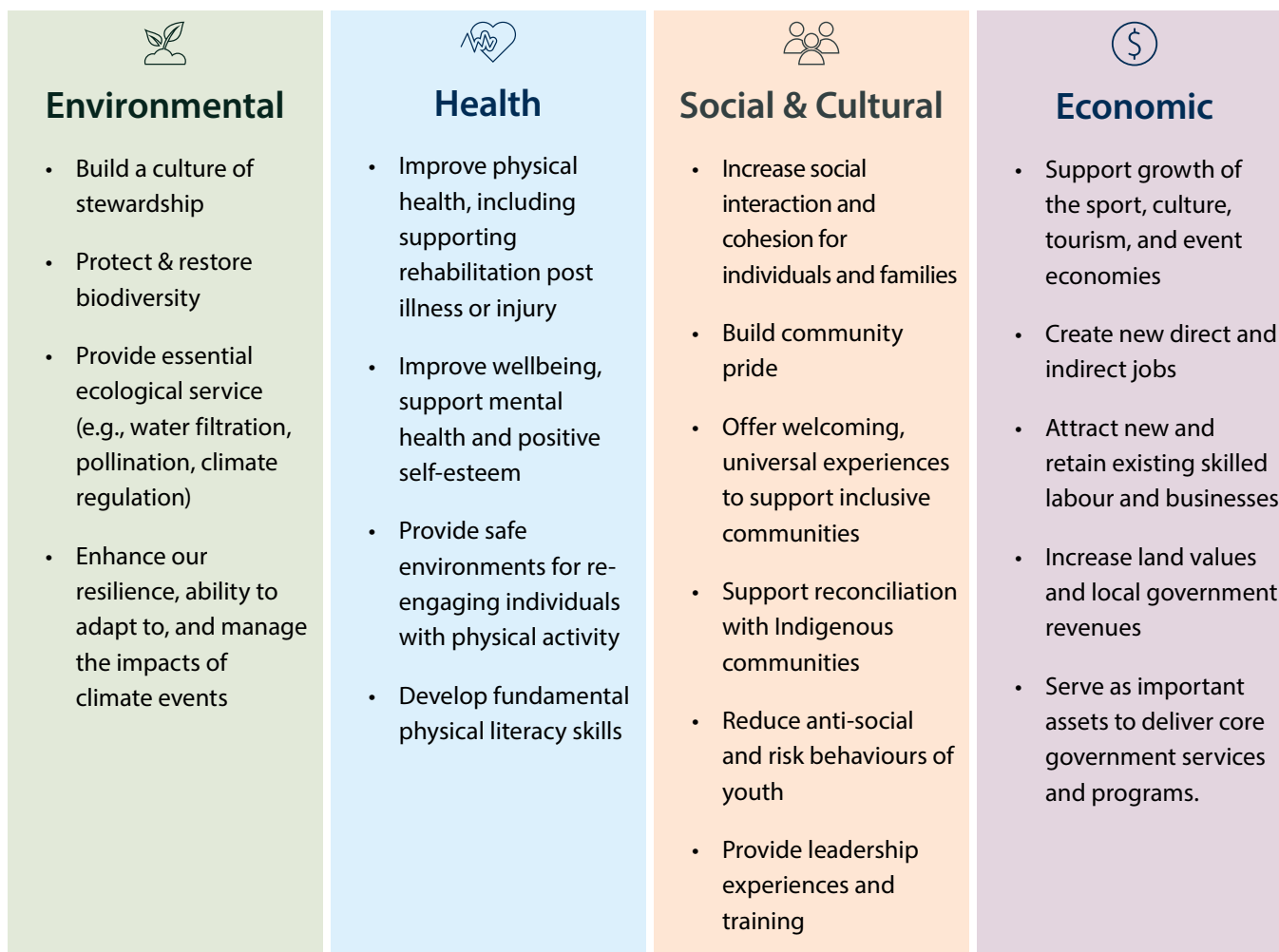


1.1 Benefits of Recreation

Effective planning and delivery of recreational facilities, spaces, and programs bring a wide range of benefits to a community and its residents. The numerous advantages that residents gain from these facilities, spaces, and programs, along with the creation of social value, justify a municipality's investment in recreation and parks. The key community benefits that this Recreation Master Plan aims to maximize, for both residents and the community as a whole, are outlined in Figure 1 below.

Figure 1: Benefits of Recreation

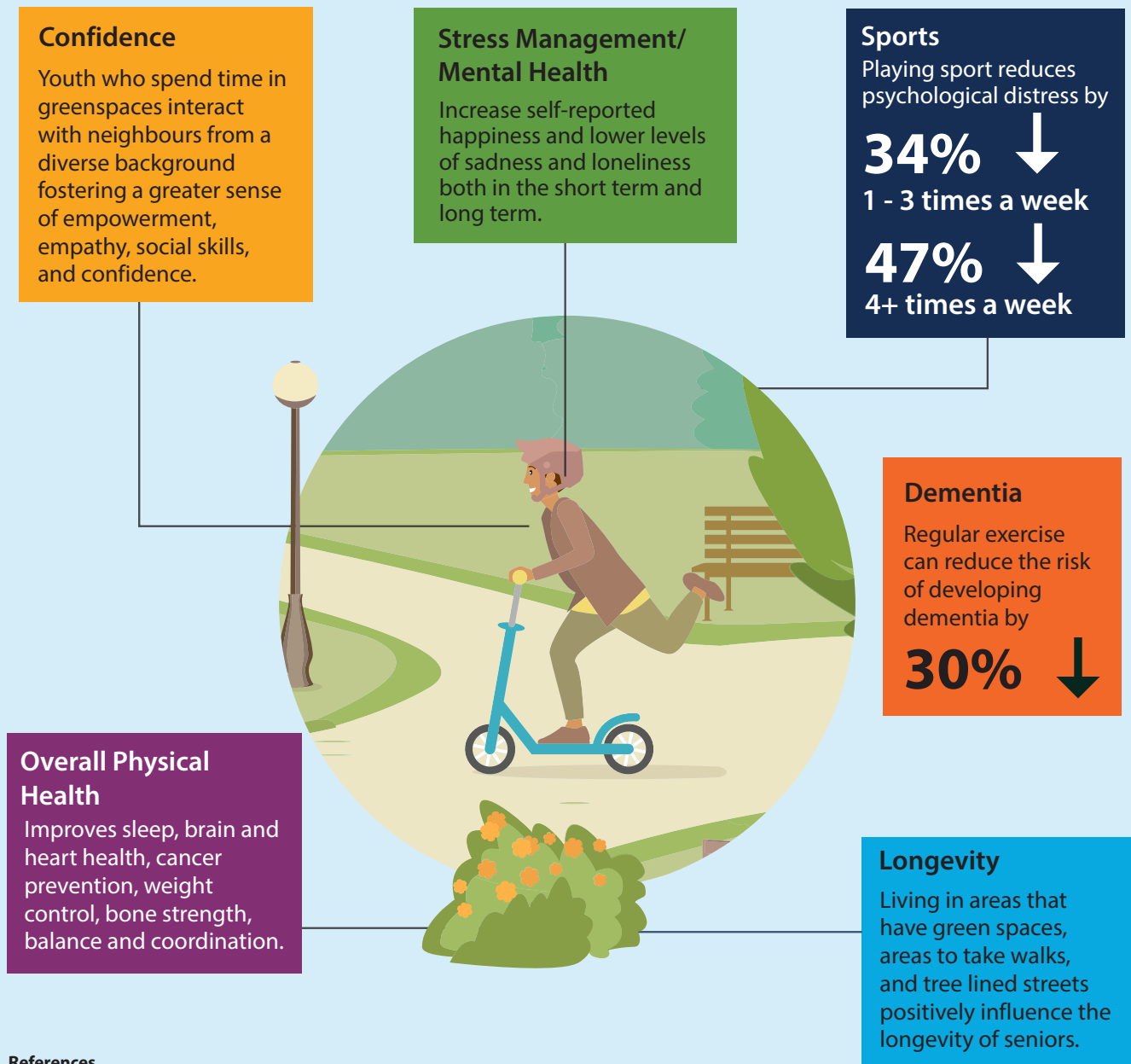
If well planned, appropriately resourced, and effectively managed, recreation, parks and culture programs, services and facilities can...



Together the numerous benefits residents derived from recreation spaces and spaces, justify the public investment in recreation. The following figures illustrates the economic, environmental, social and health benefits that the public provision of recreation may bring to a community.



Figure 2: Individual Benefits of Active Living and Recreation in Canada



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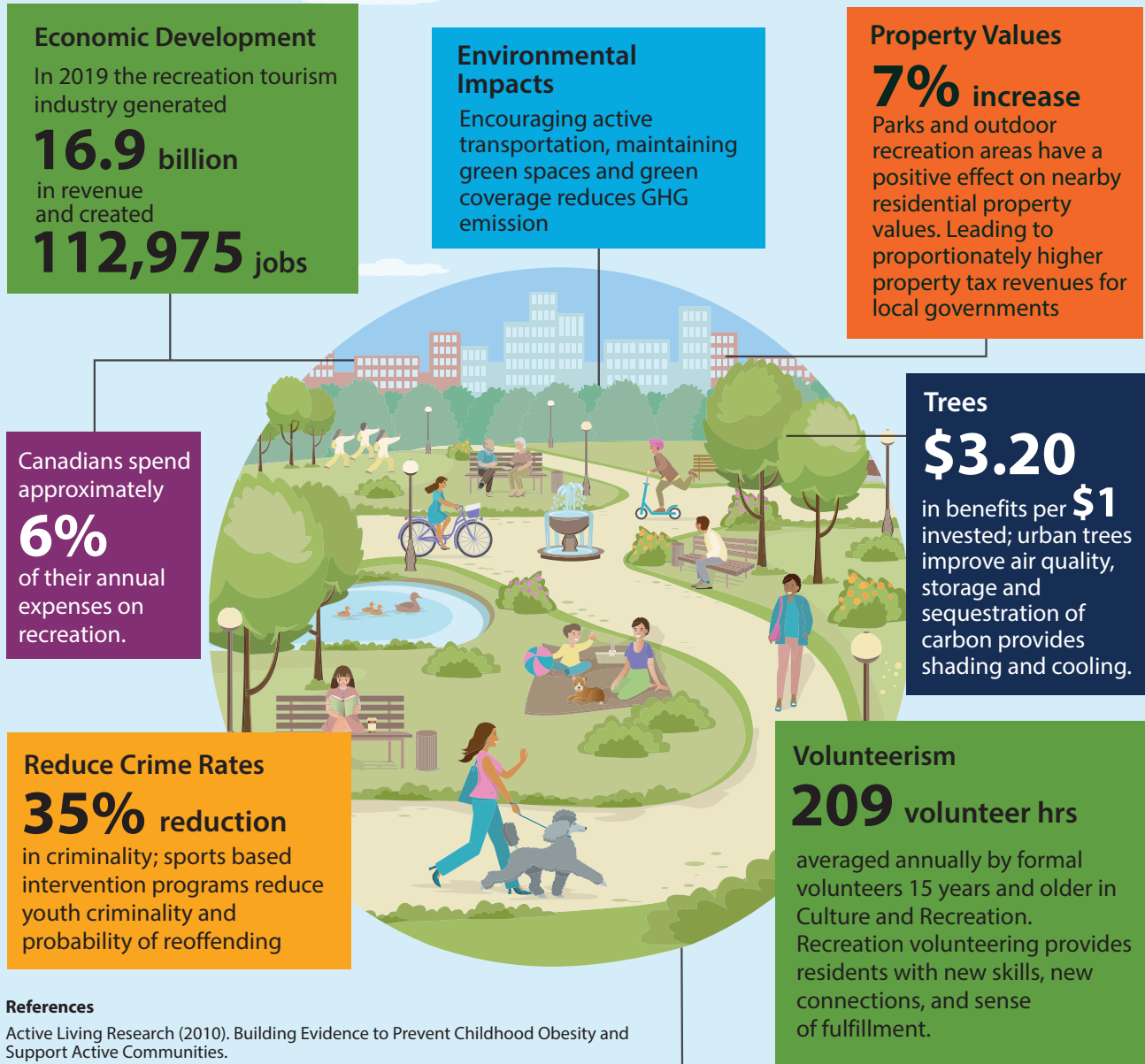
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Figure 3: Community Benefits of Active Living and Recreation in Canada



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Measuring Impact¹, a newly released report produced by the Canadian Parks and Recreation Association and the Canadian Fitness and Lifestyle Research Institute concludes that in total, sport, physical activity and recreation (SPAR) generates \$14B in social impact, \$4B in health and \$37B in economic impact (over \$55B in total) annually across Canada.



Key highlights from the research gathered² include:

- Based on calculations, physical inactivity costs the health care system \$3.9 billion per year.
- Physical inactivity is a risk factor for mental illness. The cost associated with treating depression in Canada is approximately \$409 million annually.
- One study on income-related benefits of SPAR found that regular participation in physical activity resulted in a 6% to 10% increase in earnings.
- In 2022, amusement and recreation GDP was \$8.8 billion.
- In 2020, Canadians contributed the financial equivalent of \$13.6 billion of volunteer work to society through SPAR.
- 27% of Canadian adults actively volunteer in sport-related activities, ranking third in volunteer hours contributed annually behind hospitals and religious organizations.
- 76% of Canadians feel welcomed and included through SPAR activities.

1 Canadian Fitness and Lifestyle Research Institute (CFLRI) and Canadian Parks and Recreation Association (CPRA). 2023. The Price of Inactivity: Measuring the Powerful Impact of Sport, Physical Activity, and Recreation in Canada. CFLRI & CPRA. Ottawa, ON, Canada.

2 Canadian Fitness and Lifestyle Research Institute (CFLRI) and Canadian Parks and Recreation Association (CPRA). (2023). The Price of Inactivity: Measuring the Powerful Impact of Sport, Physical Activity, and Recreation in Canada: Summary of Findings. https://measuring-impact.ca/wp-content/uploads/2023/11/CFLRI-CPRA_Price-Inactivity-Summary-Findings-EN-FINAL.pdf

1.2 Planning Process

The demand for recreation opportunities is dynamic, influenced by various factors such as shifting population demographics, sector trends and best practices, emerging activities, changing community values, and the accessibility and quality of current facilities, programs, and spaces. Consequently, the development of this Master Plan considered future forecasts related to changes in the community profile, activity demands, and evolving expectations and practices in recreation service delivery. It also incorporated input from residents and collaborators regarding recreation and culture values, needs, and expectations to establish a high-level future direction for recreation in St. John’s.

The Plan was developed over five distinct phases, as illustrated in Figure 4 below. The first two

phases focused on understanding the current state of recreation in St. John’s and identifying broader influences that may impact the delivery and demand for recreation services in the city. The third phase emphasized engaging with residents, community collaborators, and recreation contributors to gather their perceptions, needs, and expectations of municipal services. The fourth phase involved analyzing the information collected in the first three phases to identify key insights that form the foundation for the recommendations and directions outlined in this document.

This Master Plan document, developed in phase five, serves as the final guiding framework. While it looks to the future, it is informed by the research findings and community input gathered during the first four phases.

Figure 4: Overview of the project process and inputs.



The Master Plan is designed to provide guidance for elected officials in their decision-making processes while also providing a starting point for City Administration to implement recommendations aimed at enhancing the current state of recreation. The directions and

recommendations provided herein are not binding and can be addressed in alternative timelines than those presented. There will be a final sixth phase which will focus on supporting the implementation of the Master Plan by City Administration.



1.3 Overview of Master Plan



Planning Influences and Context



2.0

This section provides an overview of the key findings from the research conducted as part of the planning process. These key findings have provided contextual understanding and influenced the development of the strategic foundations and direction of the Recreation Master Plan.

2.1 St. John's Today






St. John's is a city where the spirit of the Atlantic meets the warmth of its people. As Canada's easternmost city, nestled on the rugged shores of the Atlantic Ocean; it is known for its colorful row houses, winding streets, and rich maritime history. St. John's blends old-world charm with a vibrant modern culture. The city boasts a thriving arts scene, with live music, theatre, and galleries reflecting its creative spirit, while its strong ties to the sea are celebrated in the waterfront architecture and local traditions.

The dramatic cliffs and rugged coastline surrounding the city make it a paradise for outdoor recreation enthusiasts. With a rich cultural heritage, a passionate arts scene, and dedicated recreation community, St. John's is an exciting and welcoming place to call home. From the iconic Signal Hill to the bustling heart of the downtown area, St. John's is a city that wears its history proudly while embracing the future with innovation and creativity.

The following map illustrates the planning area of the City of St. John's.



Legend

-  Municipal Boundary
-  Highway
-  Road
-  Parks & Open Space
-  Waterbody

Map 1: Study Area





An important component of understanding the needs and demands of residents, is analyzing the community composition throughout the city. This will assist in determining investment priorities for facilities and spaces, as well as programming and service development. The following maps provide key insights into community demographics that have informed the strategic direction set out in this Master Plan.

The calculation of population density is the total population divided by a defined land area. The following maps show population density by dissemination area, this is the smallest standard geographic area for which all census data is provided by Statistic Canada. The analysis of this data will support the future planning of recreation opportunities throughout the city by considering the relative density of population by different characteristics such as age and income.


Map 2 highlights areas of population density; areas shaded in yellow and red are communities that have relatively higher levels of population density compared to areas shaded in grey.

Legend

 Municipal Boundary


 Highway

 Road

 Parks & Open Space

 Waterbody

Total Population Density (person per ha):

 Very Low

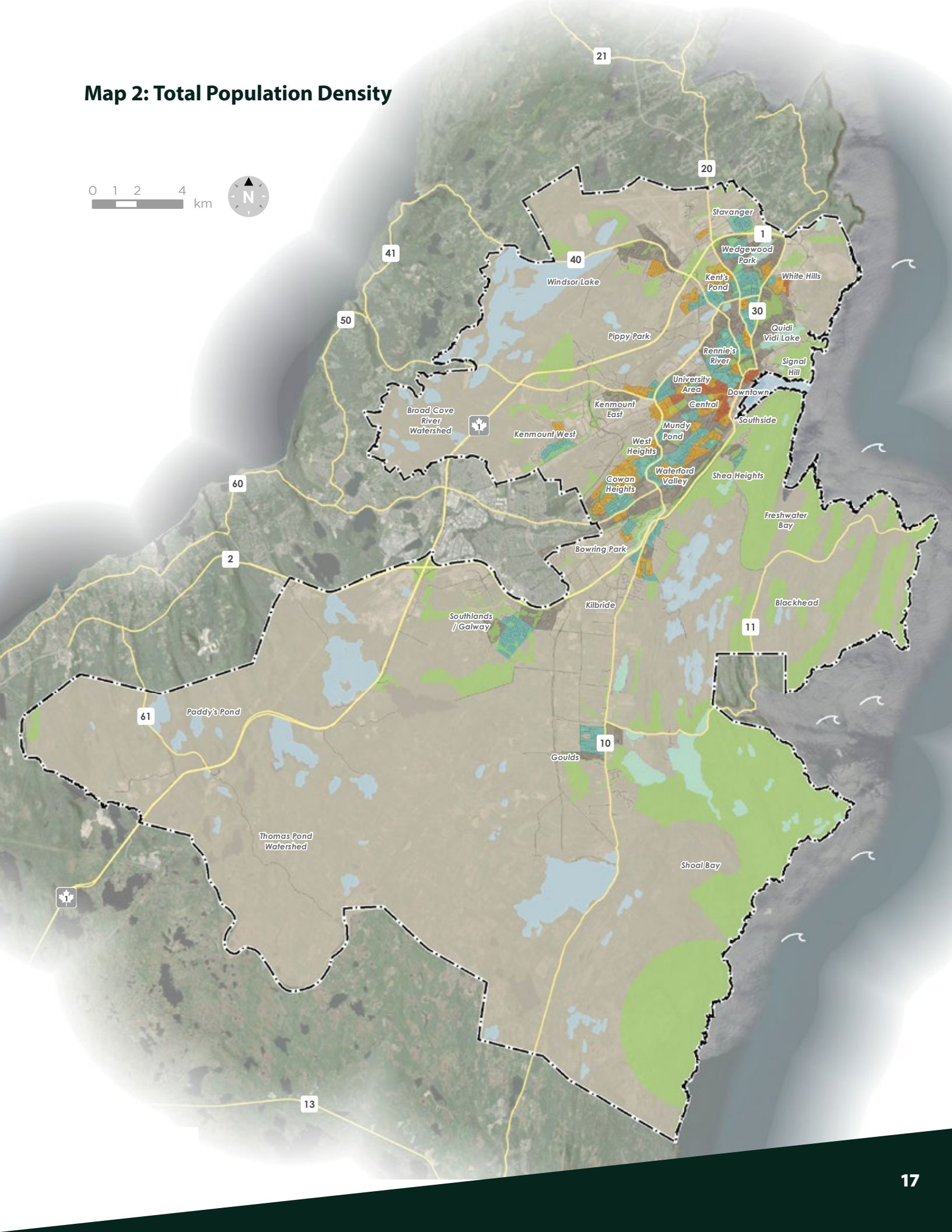
 Low

 Moderate

 High

 Very High

Map 2: Total Population Density




Map 3 highlights areas of senior or older adult (aged 65 years and greater) population density; areas shaded in yellow and red are communities that have relatively higher levels of senior population density compared to areas shaded in grey.

Legend

 Municipal Boundary


 Highway

 Road

 Parks & Open Space

 Waterbody

Senior Population Ages 65+ Density (person per ha):

 Very Low

 Low

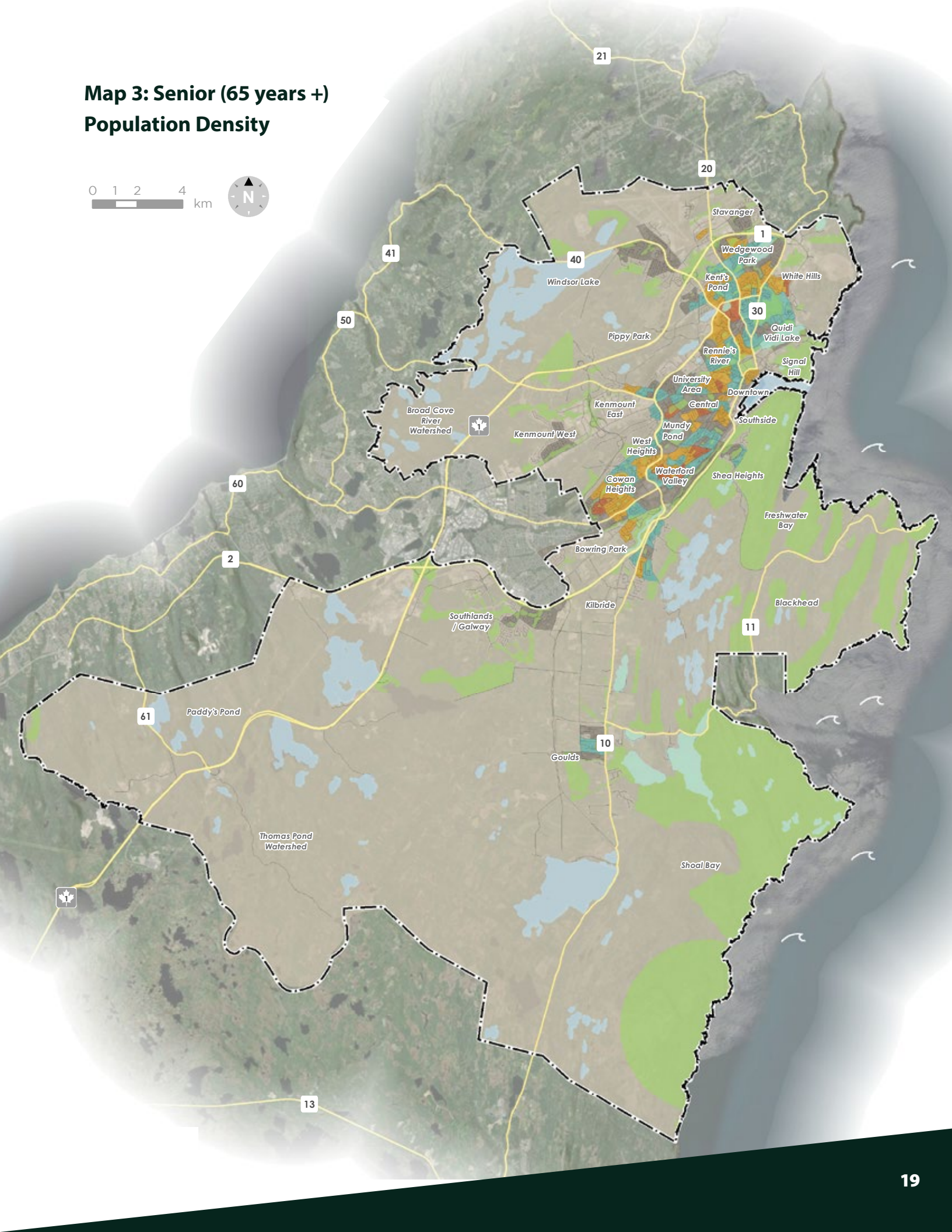
 Moderate

 High

 Very High



Map 3: Senior (65 years +) Population Density




Map 4 highlights areas of population density of children aged 0 to 14 years; areas shaded in yellow and red are communities that have relatively higher levels of children compared to the areas shaded in grey.

Legend

 Municipal Boundary

 Highway

 Road

 Parks & Open Space

 Waterbody

Child Population Ages 0 - 14 Density (person per ha):

 Very Low

 Low

 Moderate

 High

 Very High



Map 4: Children (0 to 14 years) Population Density






Map 5 highlights areas of lone parent family population density; areas shaded in yellow and red are communities that have relatively higher levels of lone parent family population density compared to areas shaded in grey.


Legend

 Municipal Boundary


 Highway

 Road

 Parks & Open Space

 Waterbody

Lone Parent Families Density (families per ha):

 Very Low

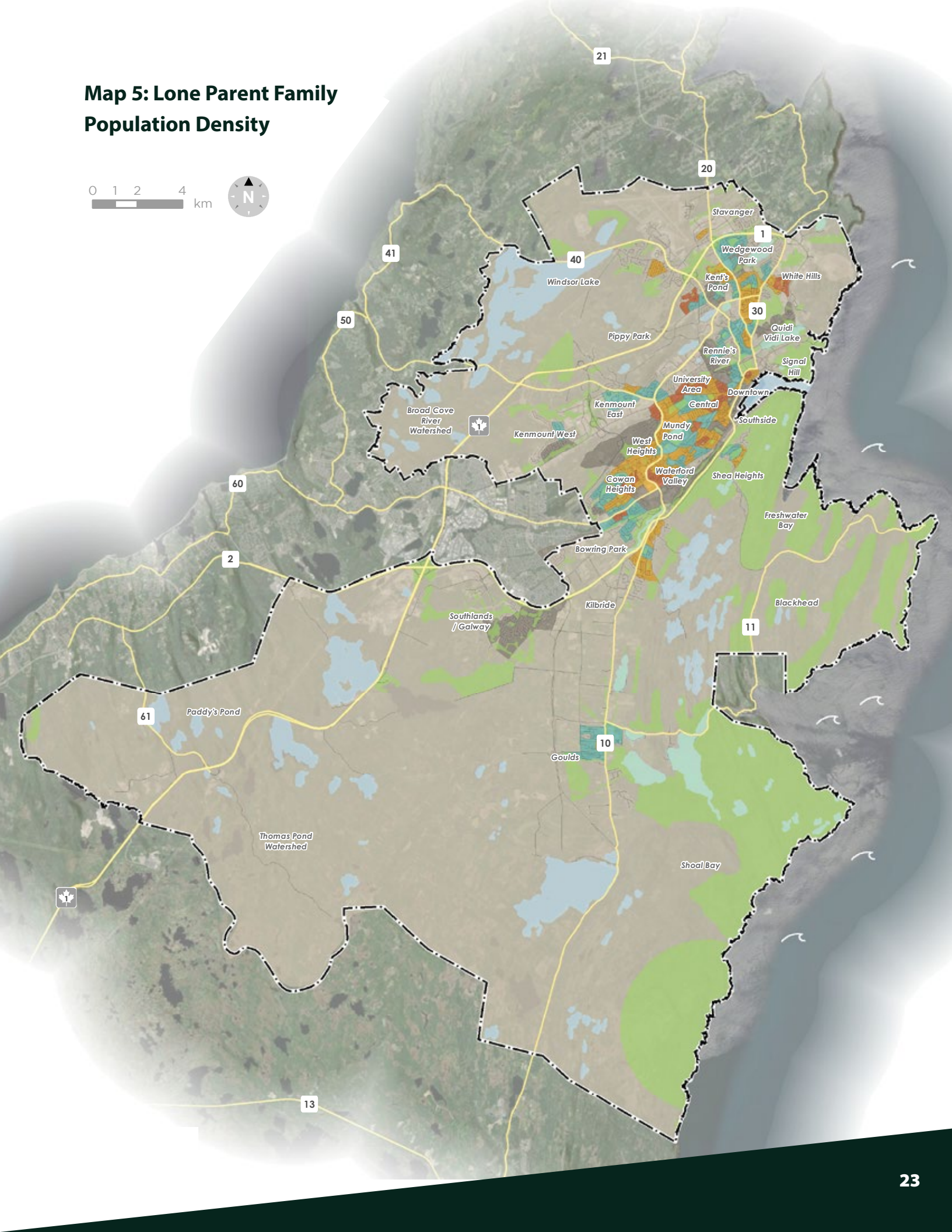
 Low

 Moderate

 High

 Very High

Map 5: Lone Parent Family Population Density




Map 6 highlights areas of population density of individuals who are recent immigrants to Canada; areas shaded in yellow and red are communities that have relatively higher levels of recent immigrant population density compared to areas shaded in grey.

Legend

 Municipal Boundary


 Highway

 Road

 Parks & Open Space

 Waterbody

Recent Immigration Density (person per ha):

 Very Low

 Low

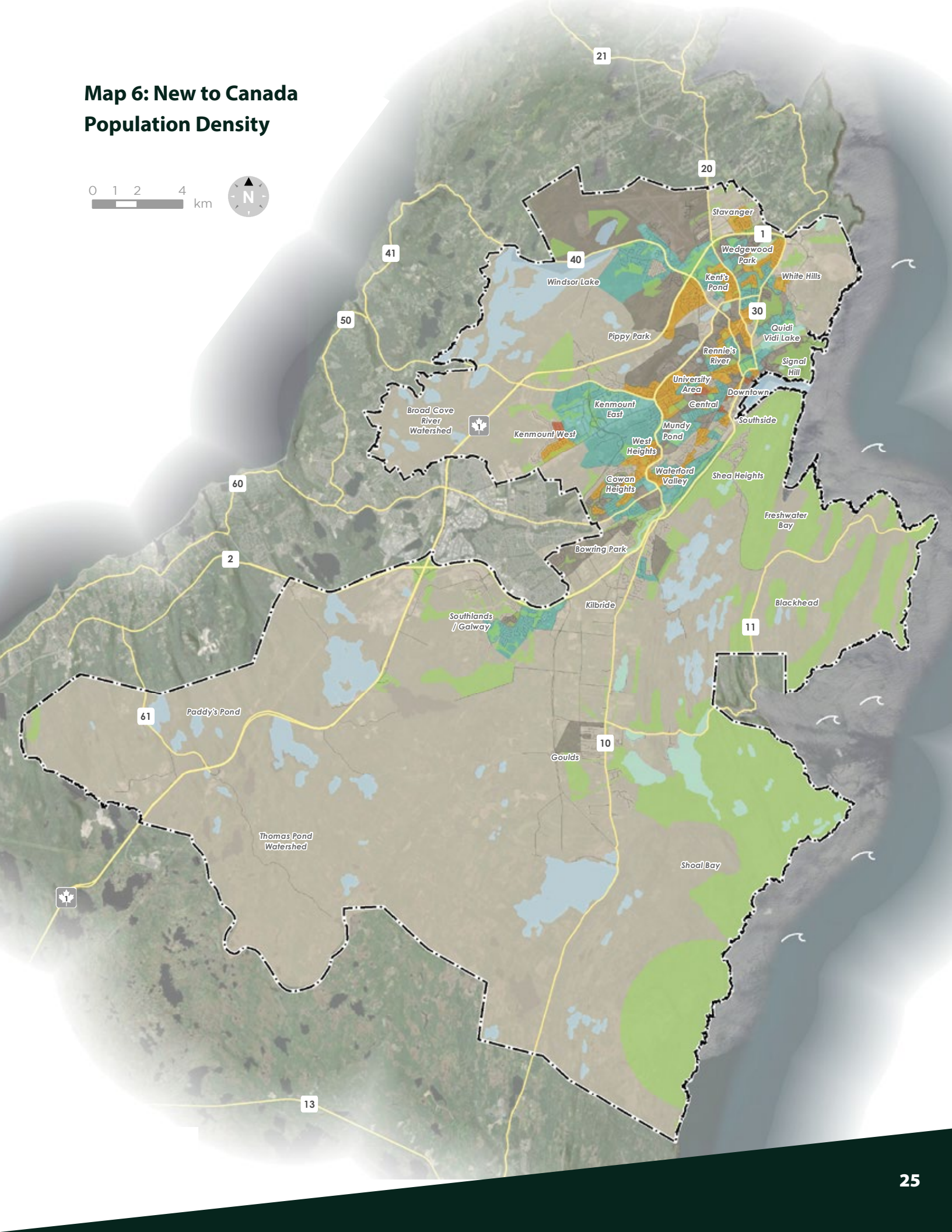
 Moderate

 High

 Very High



Map 6: New to Canada Population Density








Map 7 highlights areas of visible minority population density; areas shaded in yellow and red are communities that have relatively higher levels of visible minority population density compared to areas shaded in grey.


Legend

 Municipal Boundary

 Highway

 Road

 Parks & Open Space

 Waterbody

Visible Minority Density (person per ha):

 Very Low

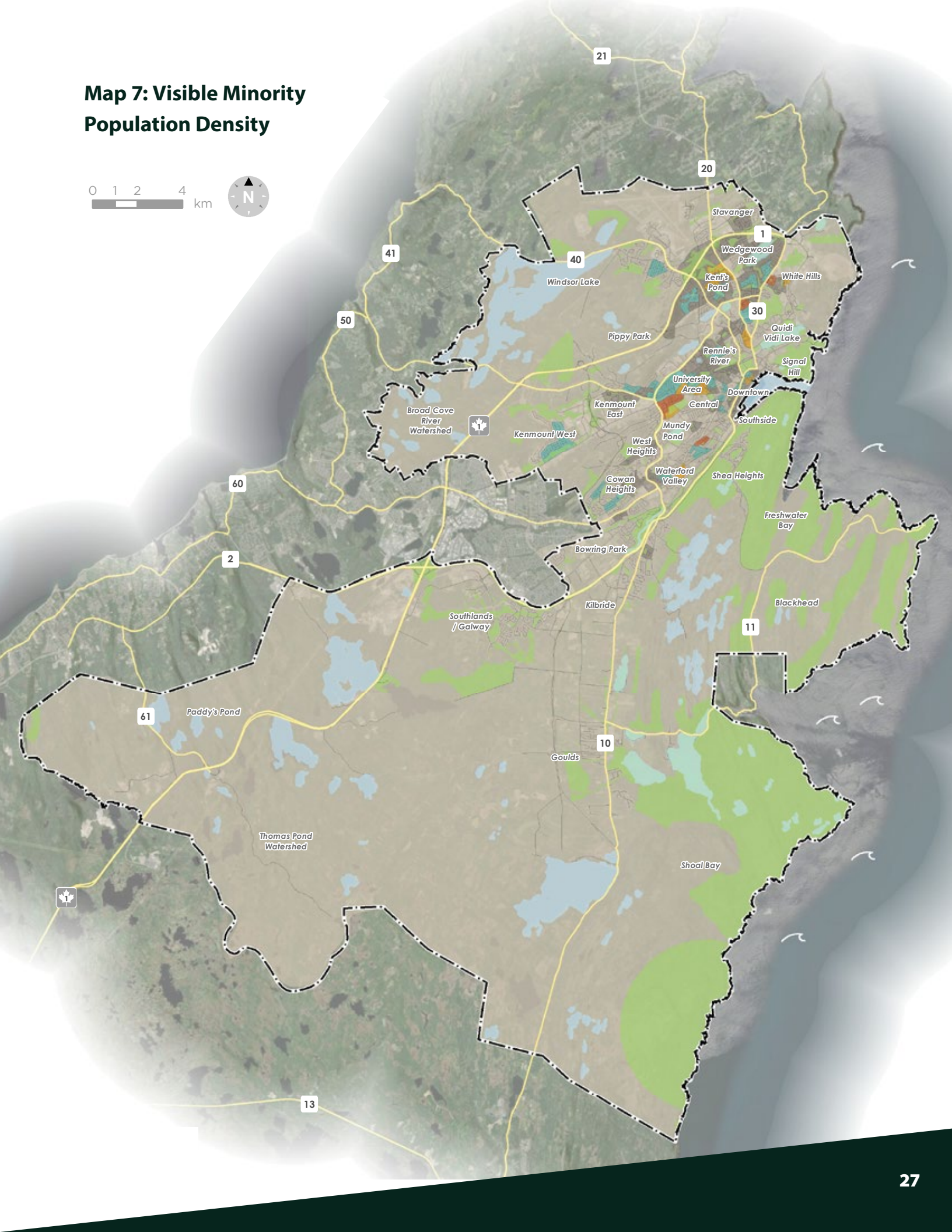
 Low

 Moderate

 High

 Very High











Map 7: Visible Minority Population Density



Map 8 highlights median income levels throughout the city; areas shaded in yellow and red are neighbourhoods that have lower median income levels compared to areas shaded in grey.

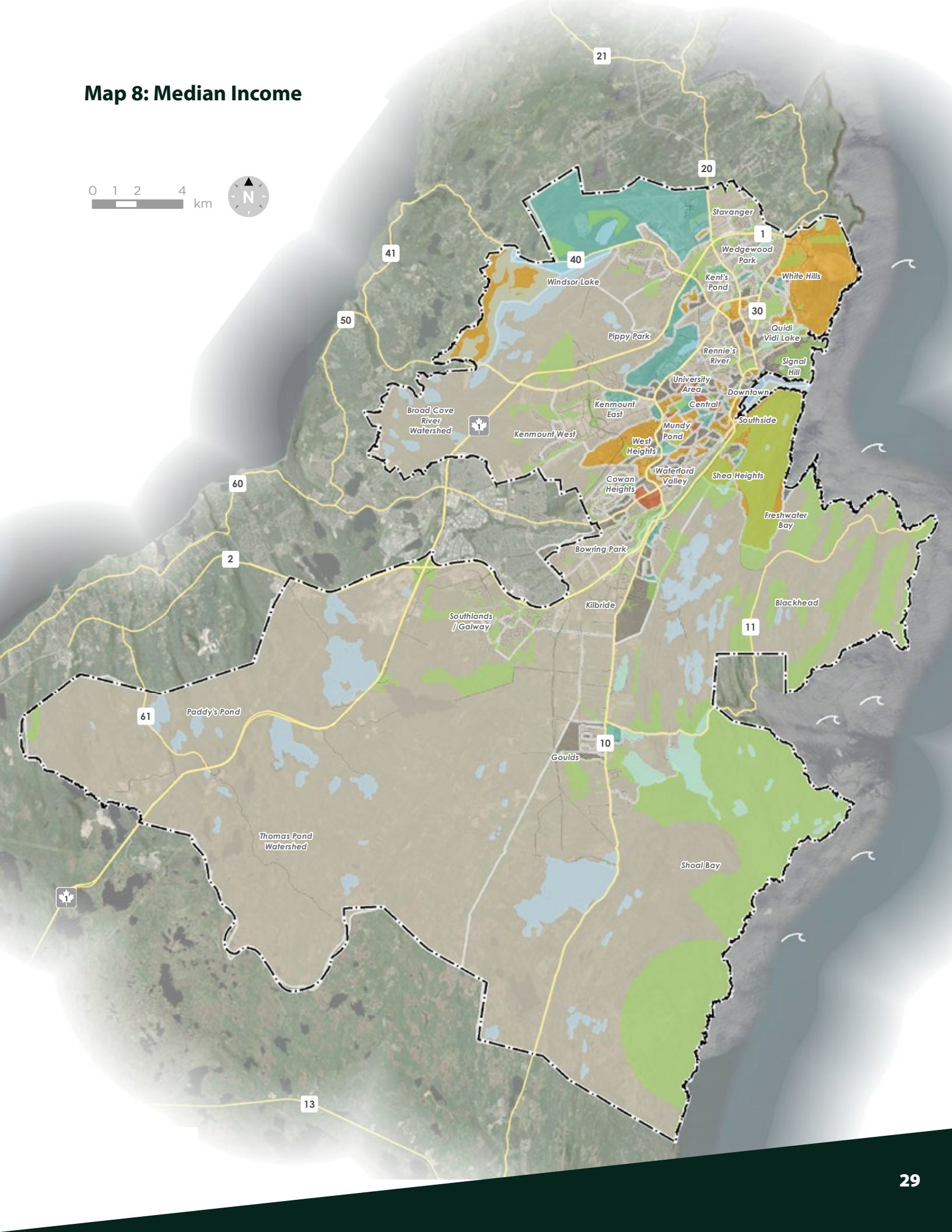
It is important to note that areas shaded in grey on the map represent dissemination areas with a relatively higher median income. For clarity the boundaries of the areas analyzed are showed by the white boundary lines. The larger dissemination areas that are primarily outside of the central core of the city have lower population densities and households with a wide range of median incomes, this has resulted in these areas reporting relatively higher median income levels. Overall, the median household income in St. John's in 2024 is \$83,005.

Legend

-  Municipal Boundary
-  Highway
-  Road
-  Parks & Open Space
-  Waterbody
- Median Income (CA\$):
 -  35301 - 50000
 -  50001 - 60000
 -  60001 - 70000
 -  70001 - 90000
 -  90001 - 233333



Map 8: Median Income



Applying an Equity Lens to Population Analysis

Equity is the acknowledgement that individual rights and opportunities are fundamental and not dependent on identity. It relates to the effort to understand and provide the different levels of support people need to enjoy full, healthy lives. Therefore, as it relates to the public investment in recreation, equity ensures that everyone receives the appropriate investment based on their individual or unique needs. Some communities, geographic and social, need more investment because they have been historically underserved.

No one factor of identity can determine if a community has been historically underserved, it is important to consider various facets of identity that may indicate communities which are equity deserving in our planning and investment.

It is important for the purposes of this study, to understand inequities that may exist throughout the city. The Canadian Index of Multiple Deprivation data set developed by Statistics Canada was analyzed to understand equity in St. John's. The Canadian Index of Multiple Deprivation¹ allows for an understanding of inequalities through various measures of social well-being, including health, education, housing, income and justice. The map below illustrates the analysis of the city; areas in red indicate areas of higher deprivation relative to other areas in the city. These areas may warrant additional attention and potential investment to address the unique barriers residents in these areas may face to engage in active living.

Legend

 Municipal Boundary

 Highway

 Road

Multiple Deprivation Index:

 Very Low

 Low

 Moderate

 High

 Very High

¹ For more information on Statistics Canada Multiple Deprivation data set please visit: <https://www150.statcan.gc.ca/n1/pub/45-20-0001/452000012023002-eng.htm>

Map 9: Multiple Deprivation Index



2.2 Recreation Spaces and Places

St. John's offers a wide range of high quality, accessible community recreation facilities and spaces that currently meet the needs of residents and visitors alike. The following tables provide an overview of the existing spaces in the city.

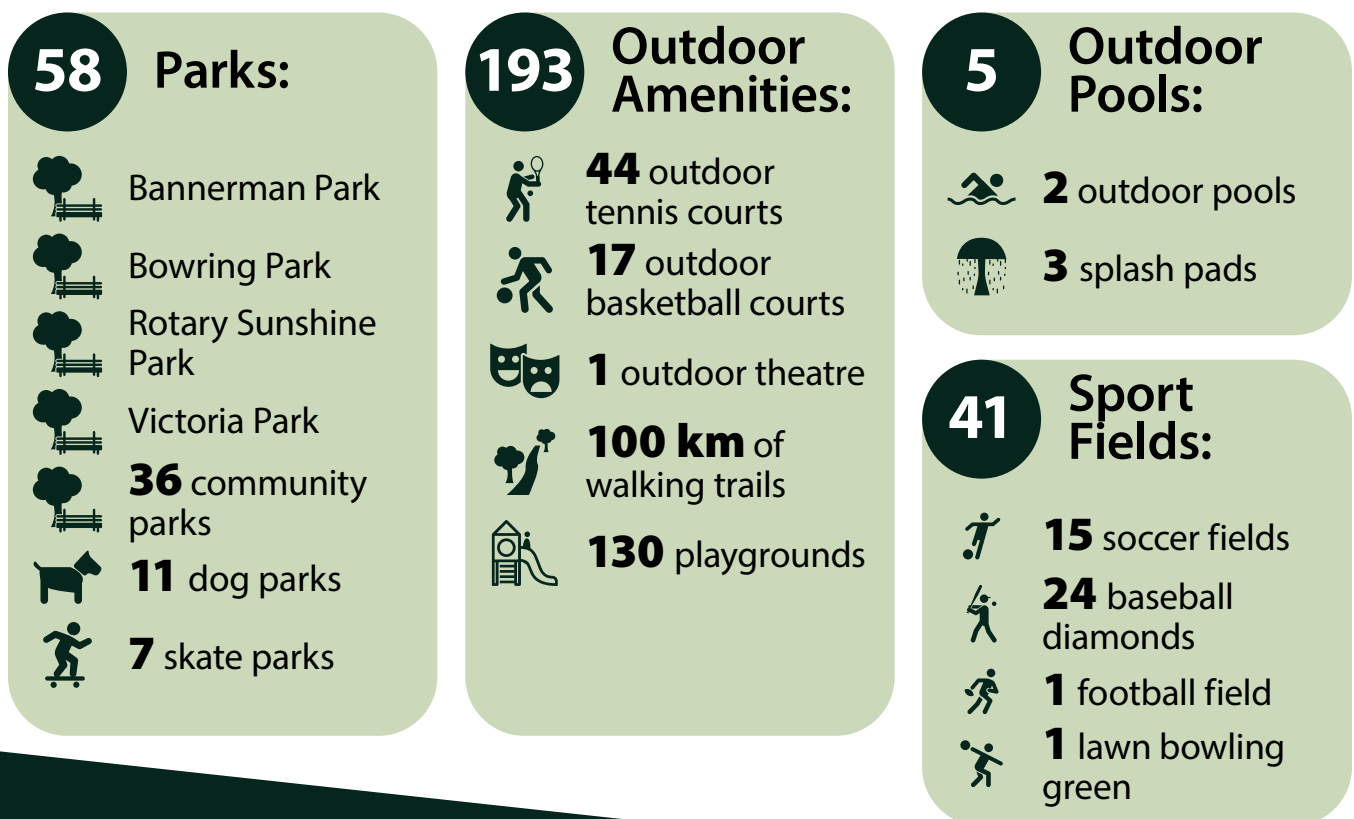




Figure 5: Indoor Facilities



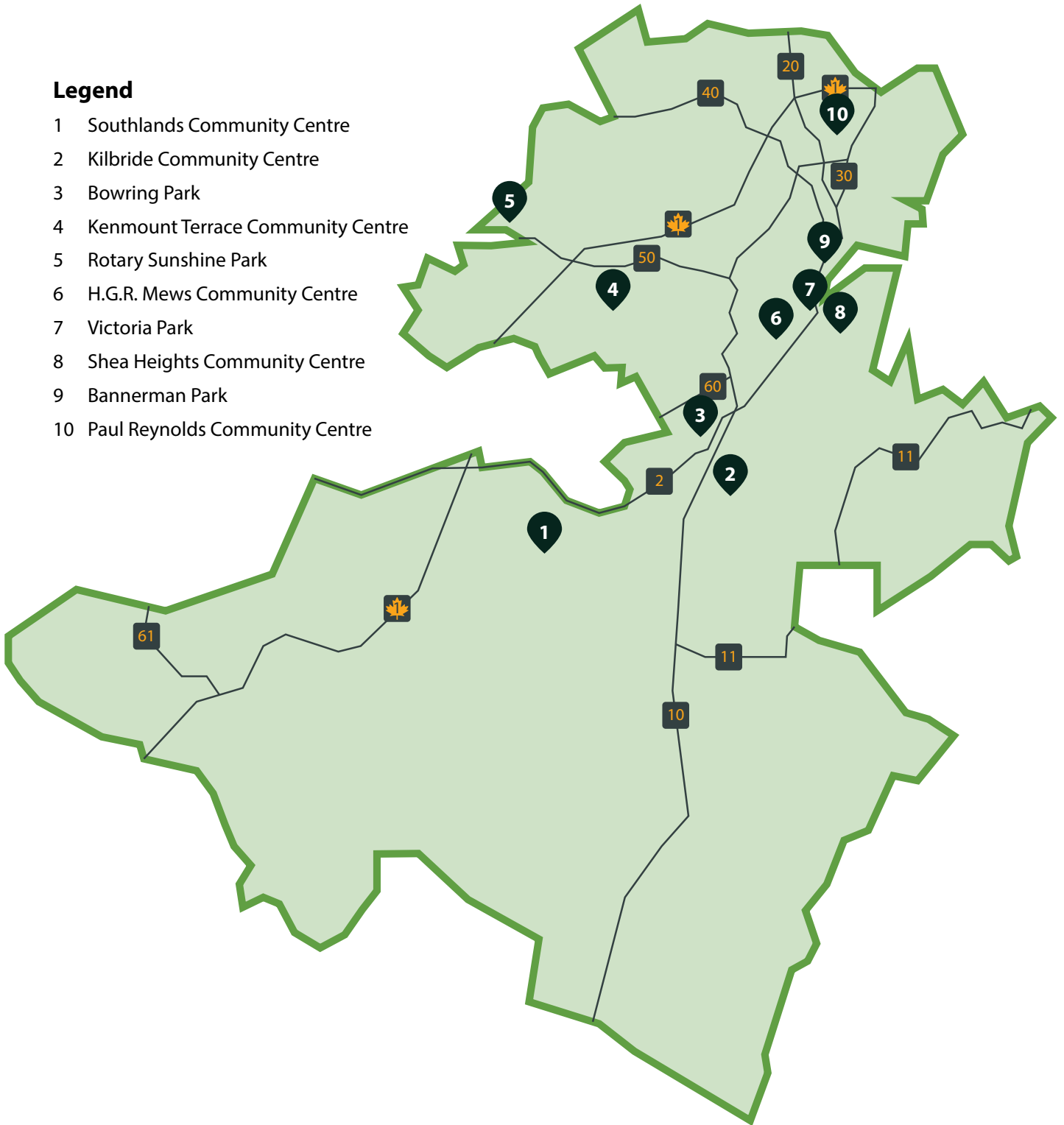
Figure 6: Outdoor Facilities and Spaces



Map 10: Community Recreation Facilities and Spaces

Legend

- 1 Southlands Community Centre
- 2 Kilbride Community Centre
- 3 Bowring Park
- 4 Kenmount Terrace Community Centre
- 5 Rotary Sunshine Park
- 6 H.G.R. Mews Community Centre
- 7 Victoria Park
- 8 Shea Heights Community Centre
- 9 Bannerman Park
- 10 Paul Reynolds Community Centre







As part of the research conducted to understand the utilization of select community recreation facilities and spaces and parks in St. John's; the study team leveraged insights from available movement data. Movement data can help to discover patterns of behavior and use of facilities and spaces. Understanding current and historic movement patterns can help predict future patterns of use and levels of demand for recreation opportunities. The data gathered created an "activity index" score for each site. The activity index represents the frequency of volume of movement in each given area and ranked 'High' to 'Low' relative to the data.

Legend

 Municipal Boundary

 Highway

 Road

 Parks & Open Space

 Waterbody

AX Movement Data Activity Index:

 Very Low

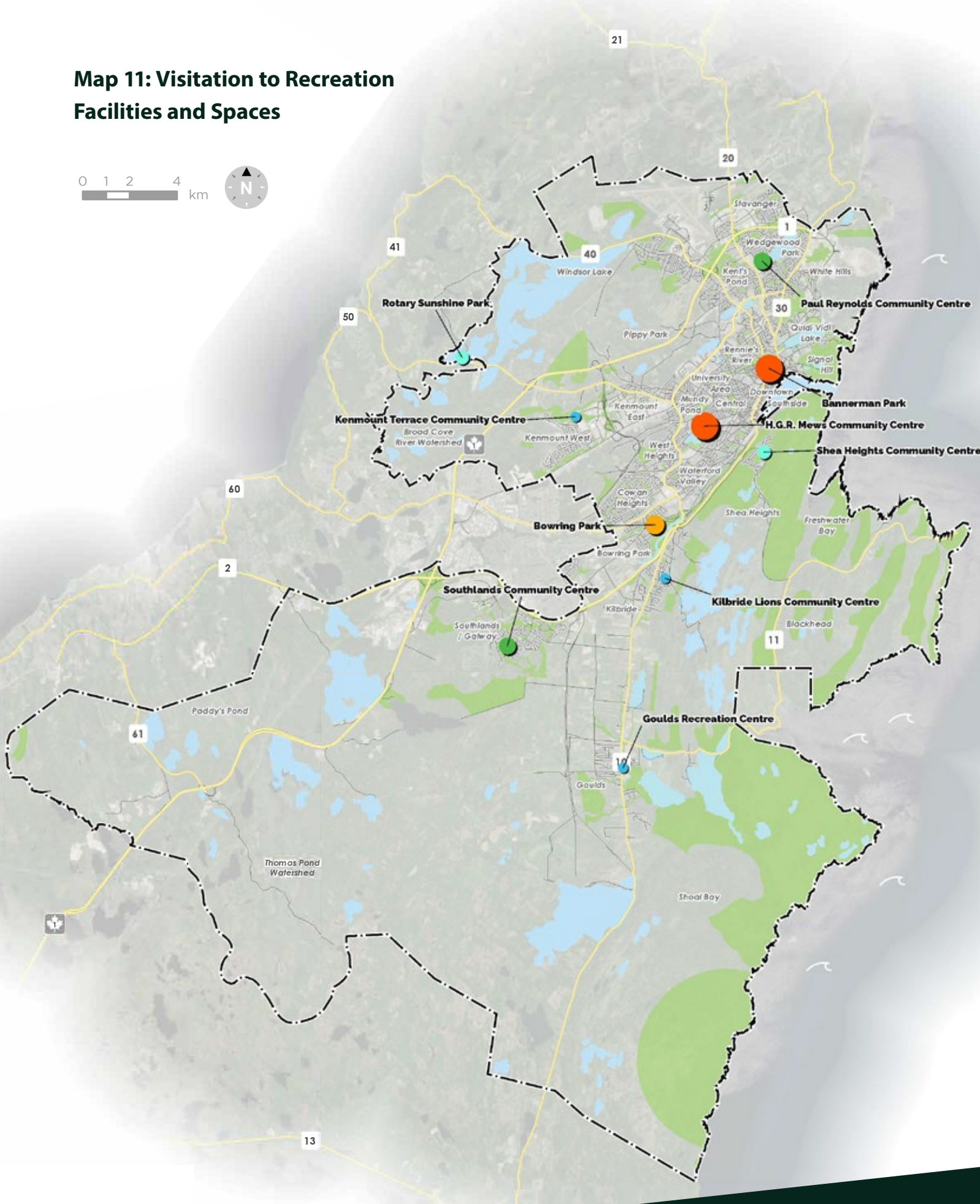
 Lower

 Moderate

 High

 Very High

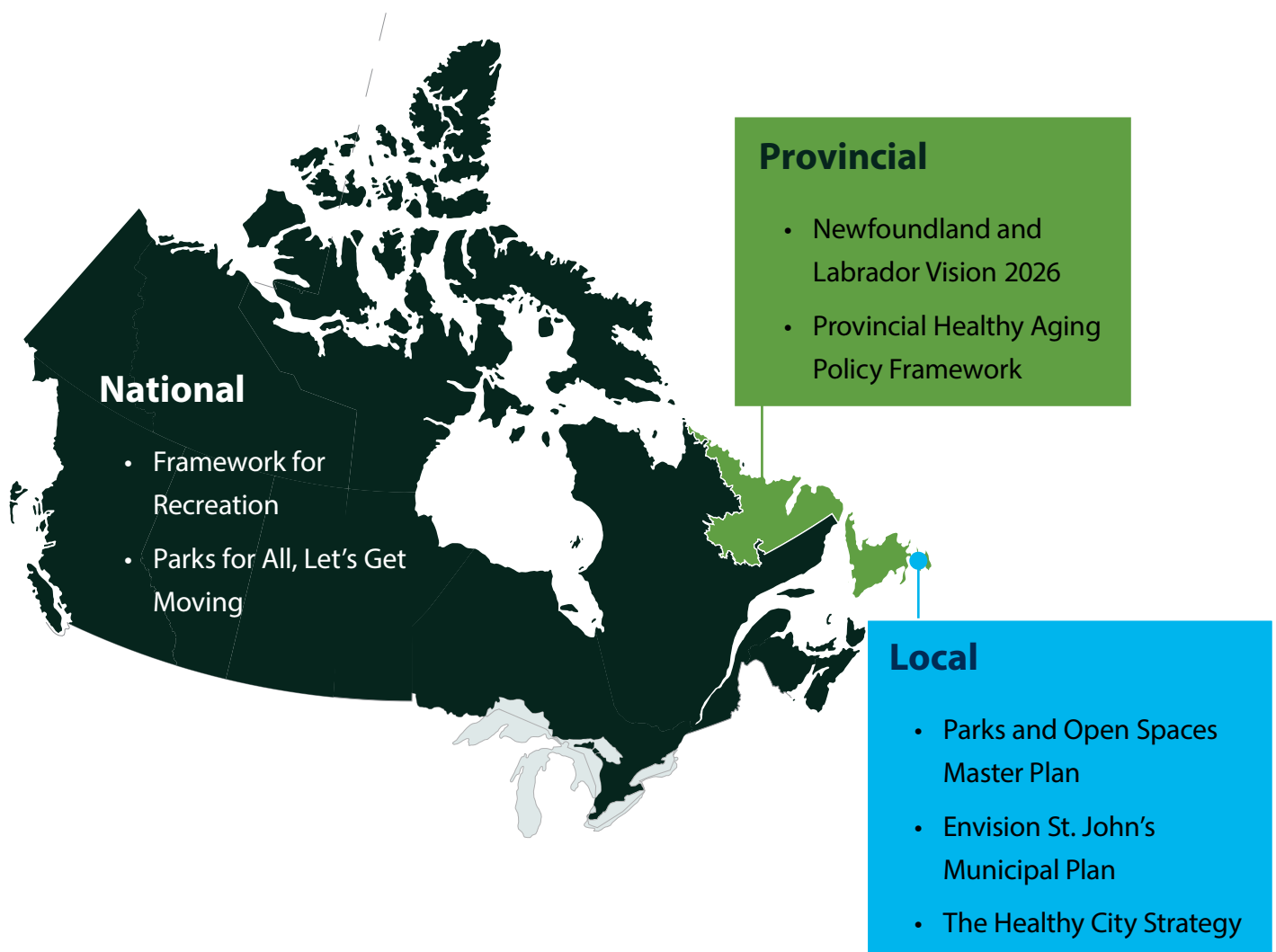
Map 11: Visitation to Recreation Facilities and Spaces



2.3 Policy and Planning Influences

The existing municipal strategic planning and policy documents reinforce the benefits and value of recreation and recognize that these services help the City achieve strategic aims of being a liveable, prosperous, and appealing community for residents and visitors. Therefore, the Master Plan seeks to align with the strategic direction, priorities, plans and policies of the City. Furthermore, the Master Plan must also incorporate and align with the foundations set within national and provincial planning documents such as the Framework for Recreation in Canada and Parks for All. Figure 7 illustrates select policy and planning documents that are influential to this Master Plan.

Figure 7: Relevant Planning and Policy Documents



The following statements summarize the key themes from local, regional, provincial, and national policy and planning documents that have shaped the development of this Master Plan and its recommendations:

- Publicly provided recreation facilities, spaces, and services are vital for promoting public health and wellness, supporting lifelong participation in physical, social and creative activities.
- Prioritizing equitable access to recreation facilities, parks, trails, and inclusive programming ensures the maximum public benefit from municipal investments.
- Multi-sector partnerships are essential for delivering recreation services, fostering healthy and active communities, and supporting the well-being of both residents and communities.
- Adopting a value-driven approach to managing partnerships helps achieve intended outcomes effectively.
- Evidence-based decision-making enhances the efficient and responsible use of resources.
- Responsible conservation practices and sustainable facility management are necessary to reduce the environmental footprint of recreation services.
- Recreation contributes uniquely to economic diversification and development through tourism, event hosting, and strategies to attract and retain a skilled workforce.



Pathways to Wellbeing: A Framework for Recreation in Canada (2015, updated 2024)

This foundational document provides a new vision for recreation and parks across Canada. It provides direction for the provision of recreation based on a collective set of values and principles. The Framework is a call to action for all Canadians, and encourages all sectors to collaborate in the pursuit of five goals and priorities for action.

Figure 8: Framework for Recreation Goals



Goal 1: Active Living

Foster active living through physical recreation.



Goal 2: Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation.



Goal 3: Connecting People with Nature

Help people connect to nature through recreation.



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and help to build strong, caring communities.



Goal 5: Building Recreation Capacity

Ensure the continued growth and sustainability of the recreation field.

2.4 Recreation Sector Trends and Leading Practices

Strategic planning for the long-term future of recreation must account for how current sector trends will influence the city and the residents who are served by municipal recreation opportunities. Though there are many trends to be aware of, the following provides an overview of the most imperative sector trends and leading practices that have been considered in the creation of this Master Plan.

General Trends Influencing the Recreation Sector

- A general ageing of the population; longer periods of retirement.
- Flexibility in the times when people seek out recreational opportunities.
- Increased variety in leisure options.
- Changing employment structures and work hours.
- Provision of high standards and quality of facilities and services.
- Greater demand for outdoor recreation opportunities.
- Desire for activities to be affordable.
- Growing popularity of unstructured activities.
- Concerns of declining rates of physical participation.
- Growing recognition of the important role of physical and wellness activity in managing chronic disease and supporting mental health.
- Importance of play in child and youth physical, social, and cognitive development.
- Expectations of equity and accessibility.
- Multi-sector partnerships to leverage funding and expertise.

Trends in Recreation Sector Development

- Measuring outcomes (benefits) versus outputs (financial return) to determine performance.
- Implications of climate change.
- Supporting accessible and inclusive environments.
- Indigenous placekeeping.
- Multipurpose facilities and spaces.
- Technology developments and impacts.
- More sustainable and eco-friendly infrastructure.

Trends in Municipal Recreation Planning

- Vibrant cities and communities.
- Regional collaboration.
- Managing aging infrastructure.
- Planning for future expansion capability.
- Partnerships.
- Economic Instability.
- Event hosting and the tourism industry as a means of economic development.



Community Engagement

We Want To Hear From You!

Input from residents is critical to the development of the Master Plan, as your thoughts are essential to this project and to setting future priorities for recreation and services. Your feedback will help to ensure that residents and continue to benefit from the City's investment in recreation.

Provide Feedback:

Open House Event.

Feedback by grabbing post-it notes and providing your response to the questions on the panels.

Online

engage@stjohns.ca
to the left and
March 31, 2024.



If you have any questions regarding the Recreation Master Plan or the engagement opportunities, including if you need assistance completing the survey, please contact Carla Squires (City Project Lead) at csquires@stjohns.ca or Meaghan Carey (Project Consultant) at carey@rcstrategies.ca.

Shape the Future of Recreation in Our City

The City of St. John's is developing a Recreation Master Plan that will guide how recreation opportunities and services are planned and delivered over the next 10+ years.

Recreation opportunities are valued and important municipal services. Quality recreation opportunities make a healthier, happier, and more connected community.

Today, we want to learn from you about the current state of recreation in St. John's and ways that the City can optimize these services (facilities and programs) in the future.

What is a Recreation Master Plan?

A Master Plan is a long-term planning document that provides a roadmap for the future and will be used by Council and staff on an ongoing basis to inform prioritization and decision making.



The City of St. John's Recreation Master Plan will:

-  Set a long-term vision and goals for recreation services.
-  Identify potential project priorities for the City.
-  Review and enhance the City's delivery approach to recreation services.
-  Provide Council and administration with a point of reference that can help inform decision making.

ST. JOHN'S 

What is Recreation?

From "A Framework for Recreation in Canada: Pathways to Wellbeing"

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing.



3.0

Engagement with the community was a particularly important aspect of the project's research efforts. The engagement program was designed to gather insights into the current state of recreation in St. John's and the needs of the community. The project's engagement approach was based on key principles established at the outset of the project:

- Providing all residents with opportunities to provide input if they wished to do so.
- Offering residents and community organizations multiple ways to participate in the engagement process.
- In alignment with best practices, communicating to residents and groups how their input will (and won't) be used.
- Ensuring all perspectives on parks and recreation were considered, not just those offered by the most vocal community groups or interests.

The purpose of the engagement process was to gather insights and perspectives on:

- How the public uses and supports (indoor and outdoor) recreation facilities and amenities.
- How the public uses and supports recreation programs and services (including accessible, inclusion and financial assistance).
- Community expectations of recreation experiences.
- Barriers and challenges that exist.
- Importance of values related to the provision of recreation.

Figure 9: Overview of Engagement Methods and Participation



What We Heard Key Themes

- Recreation services are highly valued by residents.
- Residents expressed a desire for more neighbourhood level facilities and services to participate in recreation close to home.
- Lack of consistent information sharing and ease of accessing information online was an area of concern and barrier for some.
- Need to improve and address transportation barriers to access programs and services.
- Ensuring affordability should be a focus on future planning, along with enhancing accessibility and inclusive opportunities.
- Importance of working with community partners, including sport and recreation organizations, schools and educational institutions, and health and social organizations.



Summary Analysis of Strengths, Weaknesses, Opportunities, and Challenges (SWOC)



4.0

The following SWOC Analysis synthesizes the findings from the research and engagement completed as part of this planning process. This analysis helps highlight potential strengths, weaknesses, opportunities, and challenges pertaining to recreation in St. John’s that the recommendations and strategies provided in this Master Plan can provide further guidance on.

Strengths	Weaknesses
<p>Recreation is highly valued by residents.</p> <p>Community organizations are respected partners in the delivery of recreation programs and events.</p> <p>Good variety of activities and opportunities are available to residents.</p> <p>Excellent trail and pathway network throughout the city.</p> <p>Knowledgeable, experienced staff.</p>	<p>Communication of opportunities and services.</p> <p>Lack of neighbourhood level programming.</p> <p>Lack of winter programming and events.</p> <p>Program participant registration system.</p>
Opportunities	Challenges
<p>Further leveraging and aligning recreation with sport tourism, event hosting, and economic development.</p> <p>Improved data collection and use of data in ongoing operations and decision making (e.g. using data to inform programming decisions, space allocations, promotions and marketing, etc.).</p> <p>While facilities are generally well-used, opportunities exist to increase utilization, especially during non-peak hours.</p> <p>Growing popularity and demand for spontaneous and unstructured activities for all ages.</p>	<p>Lack of regional partnerships and collaboration.</p> <p>Demands for new or renewed infrastructure and limited resources to undertake all desired and justified capital projects.</p> <p>Aging infrastructure that requires investment to maintain.</p> <p>Transportation was identified as a key barrier to participating in recreation opportunities.</p> <p>Volunteer attraction and retention for community groups.</p>

Strategic Foundations to Guide the Service Delivery of Recreation



5.0

This section of the Master Plan document focuses on the strategic foundations and recommendations to answer:

- Why the City invests in recreation services articulated through a vision statement and desired outcomes.
- How the City invests in recreation services explained through a set of principles, recommendations and actions.

Guiding Principles



Equity and Access: The provision of recreation places, spaces, and programs will be reflective of the needs of all residents in all areas of St. John's.



Diversity of Opportunities: The provision of recreation places, spaces, and programs will focus on a range of affordable and inclusive opportunities to support physical, creative, and social activity.



Partnerships: The provision of recreation places, spaces, and programs will focus on engaging with community partners to meet the needs of current and future residents.



Quality Facilities and Spaces: The provision of recreation places, spaces, and programs will offer modern, relevant experiences that contribute to individual and community health and wellness.



Financial Responsibility: The provision of recreation places, spaces, and programs will demonstrate accountability through responsible fiscal management and prudent investment in recreation assets.

Goals



Inclusive and Diverse:

Diverse recreation experiences across our places, spaces, and programs equitably support our communities' physical and social well-being and provide everyone the opportunity to be active.



Connected:

Well-distributed, multifunctional, and connected places, spaces, and programs that respond to both current and future needs in St. John's.



Sustainable:

Efficient and effective management and operations of places, spaces and programs that reflect best practices and foster community collaboration.



What We Want to Do



10 Service Delivery Recommendations

- Strategic recommendations that have been identified through the key issues and opportunities to advance recreation in St. John's



37 Actions

- Support the tactical implementation of the objectives by City staff.



Facility Strategies

- Strategic recommendations related to the provision of recreation infrastructure.

Service Delivery Recommendations



6.0

While capital investment and infrastructure often receive significant attention, the City must also prioritize the efficient and effective service delivery of recreation services and programs. This section outlines Service Delivery Recommendations and Actions to optimize how the City manages and invests in recreation. While some strategies and actions propose changes to current delivery methods, many are intended to reinforce or enhance existing practices that have proven to be successful.



Recommendation #1: Develop inclusive opportunities to support active living for all ages and abilities.

Actions:

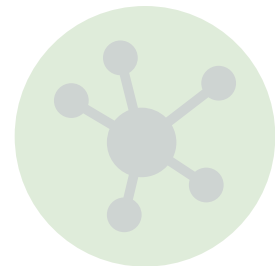
- Continue to monitor, identify and address barriers to programs for key groups with lower participation including youth, lower income households, Indigenous, and seniors.
- Offer more recreational programs and services to address growing populations of New to Canada participants by developing culturally relevant recreational programs.
- Ensure recreation places, spaces and programs represent and respect Indigenous voices and culture.



Goal Alignment



Inclusive and Diverse



Goal Alignment



Inclusive and Diverse



Connected



Recommendation #2: Support the delivery of programs and services lead by community groups and partners.

Actions:

- Develop a Community Group Recognition Policy to formalize relationships between the City and volunteer-based community groups that provide services and programs to the public.
- Continue to work with community sport groups and schools to understand and identify gaps in services.
- Increase support for community led initiatives and events through grants and other programs to support community level projects.
- Share regular training and networking opportunities to representative organizations to enhance the capacity and skills within the community.
- Continue to work with partners to create financial support programs to enhance youth participation in sports.

Recommendation #3: Enhance policies and procedures to strengthen the equitable planning and delivery of recreation services and programs.

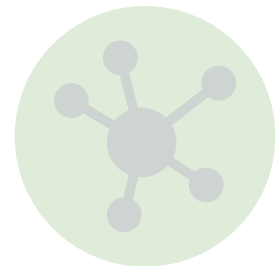
Actions:

- Conduct a review of department policies with an equity, diversity, inclusion and reconciliation lens, and work to address gaps and opportunities where feasible.
- Review current facility allocation practices and adopt a new Policy that reflects the needs and priorities of the community.
- Use the **Program Delivery Approach Framework** to determine appropriate service delivery approach.

Goal Alignment

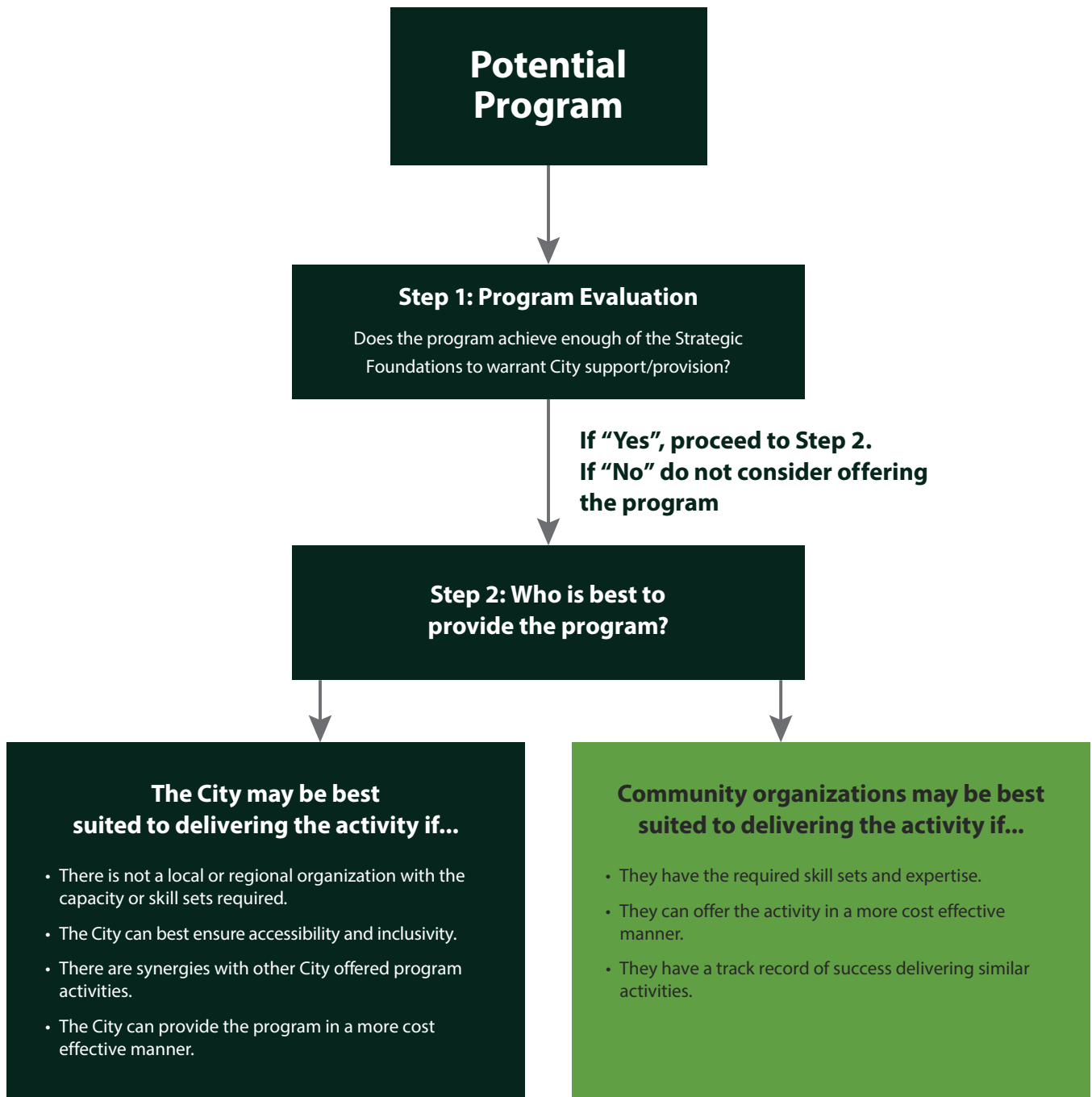


Inclusive and Diverse



Sustainable

Figure 10: Program Delivery Approach Framework



Recommendation #4: Improve geographic balance and neighbourhood level provision of recreation places, spaces and programs.

Actions:

- Utilize the **Site Selection Framework** in future decision making for new facilities and spaces.
- Explore temporary activation of places and spaces to enhance neighbourhood level service delivery.
- Work with community partners to provide more opportunities and spaces for people to be active on a drop-in basis within their neighbourhoods.
- Plan for a new community recreation space in the Ward 5 area. Identify potential locations, program, and preliminary costs for the future development.

Goal Alignment



Inclusive and Diverse



Connected



Sustainable

Site Selection Framework

Recreation facilities and spaces are invaluable community assets that provide substantial health and social benefits for residents and visitors, while also generating economic advantages for St. John’s. As such, the City must strategically evaluate project investment priorities and carefully consider the location of potential facilities and spaces to address resident needs effectively. The following site selection framework offers a clear and objective method for assessing potential locations for facilities and spaces, ensuring proposed facilities best serve residents while aligning with Council’s strategic objectives.

Criteria	Description	Scoring		
		2 Points	1 Point	0 Point
Centralized location	The level to which the site is centralized within the geographic boundaries of an identified area of population.	The site is central within the identified area.	The site is somewhat central within the identified area.	The site is not central within the identified area.
Proximity to public outdoor spaces	The location of the site in proximity to public outdoor spaces, especially those that are complementary to the project.	The site is within walking distance (<500m) to complementary public outdoor spaces.	The site is nearby (500m-1000m) complementary public outdoor spaces but not within walking distance.	The site is not nearby complementary public outdoor spaces (>1000m)
Proximity to public indoor spaces	The location of the site in proximity to public indoor spaces, especially those that are complementary to the project.	The site is within walking distance (<500m) or attached to complementary public indoor spaces.	The site is nearby (500m-1000m) complementary public indoor spaces but not within walking distance.	The site is not nearby complementary public indoor spaces (>1000m)

Criteria	Description	Scoring		
		2 Points	1 Point	0 Point
Re-use or sharing of existing facilities	The relevance of the site in the reinvestment in or repurposing of existing recreation, parks, and culture facilities (as well as other public amenities).	The development on the site will help to strengthen existing recreation, parks, and culture facilities or spaces.	The development on the site will help to strengthen other existing public services.	The development on the site will not help to strengthen existing recreation, parks, and culture facilities or spaces or other public services.
Parking + traffic impacts	The degree to which the facility will integrate with and compliment availability of adjacent parking and traffic patterns.	There is complimentary parking adjacent to the site and the area can handle excess traffic generated by the facility.	There is complimentary parking adjacent to the site or the area can handle excess traffic generated by the facility.	There is no complimentary parking adjacent to the site and the area cannot handle excess traffic generated by the facility without investment.
Future expansion capability	The degree to which the site will accommodate future expansion and growth of recreation and parks facilities (as well as other public amenities).	The site is large enough to accommodate future indoor and outdoor recreation and parks amenities as well as other public services.	The site is large enough to accommodate future indoor and outdoor recreation and parks amenities.	The site will not accommodate any future indoor and outdoor recreation and parks amenities or other public services.

Criteria	Description	Scoring		
		2 Points	1 Point	0 Point
Proximity to complementary services and businesses	The location of the site in proximity to complimentary local services and/or commercial areas (seasonal kiosks, market spaces), especially those that are complementary to the facility.	The site is within walking distance (<500m) to complementary services and businesses.	The site is nearby (500m-1000m) complementary services and businesses but not within walking distance.	The site is not nearby complementary services and businesses (>1000m).
Site servicing + conditions	The readiness of the site in relation to site servicing and existing physical / environmental site conditions.	The site does not require significant investment in site servicing or preparation.	There are site servicing and preparation costs, but they are not prohibitive.	The site servicing and preparation costs are prohibitive.



Recommendation #5: Support the hosting of sport, recreation, arts and cultural events to realize community benefits.

Goal Alignment



Actions:

- Continue to support the hosting of community events that foster inclusion and a sense of belonging.
- Increase community development programs, events and celebrations aimed at connecting and engaging residents, celebrating diverse cultures, and building community identity.
- Explore the creation of an event hosting strategy to leverage the benefits of event legacies and to support the attraction of new opportunities to the City.
- Partner with neighbouring municipalities to develop regional places, spaces, attractions, and events.



Connected



Sustainable

Goal Alignment



Inclusive and Diverse



Connected



Sustainable

Recommendations #6: Provide high-quality, multifunctional recreation places and spaces efficiently and effectively.

Actions:

- Consider climate resilience and mitigation in facility design through incorporating principles of environmental sustainability and structural resiliency.
- Design new facilities to be universally accessible and consider the integration of multiple amenities and community services (e.g., recreation, cultural and social spaces) in one facility or location to ensure access for all.
- Develop a recreation asset management policy and capital plan that ensures long term re-investments in assets to maintain service levels.
- Utilize the **Investment Prioritization Framework** to support future decision making for new places and spaces.

Investment Prioritization Framework

Building on the decision-making framework included in the 2008 Master Plan, the City must continue to prioritize recreation investment using a transparent, data-driven rationale guided by the principles and objectives set out within this Master Plan. This approach ensures that resources are allocated in a manner that maximizes community benefit.

The proposed decision-making framework enables an objective and transparent evaluation of potential recreation projects. While it is recommended to review the framework every four to six years, it is designed to be flexible and responsive to evolving community trends, demographic changes, and the strategic goals of Council. By incorporating reliable community data, the framework will help the City determine the most effective strategic direction for future investments in recreation projects.



Criteria	Description	Scoring			
		3	2	1	0
Public Availability	How available is the project for general / public to use?	There is a high likelihood that the project would be available for general use and / or spontaneous use.	There is a moderate likelihood that the project would be available for general use and / or spontaneous use.	There is a low likelihood that the project would be available for general use and / or spontaneous use.	There is no likelihood that the project would be available for general use and / or spontaneous use.
Community Development	Does the project support community development (attraction of visitors, events, new residents, build social capital)?	There is a high likelihood that the project will support community development.	There is a moderate likelihood that the project will support community development.	There is a low likelihood that the project will support community development.	There is no likelihood that the project will support community development.
Financial Impact	What are the net cost impacts of the project?	The project has a low overall cost impact to the City.	The project has a moderate overall cost impact to the City.	The project has a high overall cost impact to the City.	The project overall cost is not feasible for the City.

Criteria	Description	Scoring			
		3	2	1	0
Service Level	Does the project enhance recreation opportunities and / or services?	The project has a high likelihood of enhancing recreation opportunities and / or services in the city.	The project has a moderate likelihood of enhancing recreation opportunities and / or services in the city.	The project has a low likelihood of enhancing recreation opportunities and / or services in the city.	The project has no likelihood of enhancing recreation opportunities and / or services in the city.
Equitable Distribution	Does the project support or contribute to recreation opportunities being distributed equitably throughout the city?	The project contributes to equitable services throughout the city for current and future populations.	The project contributes moderately to equitable services throughout the city for current and future populations.	The project somewhat contributes to equitable services throughout the city.	The project does not contribute to equitable services throughout the city.

Goal Alignment



Connected



Recommendation #7: Improve connectivity throughout the City to support active transportation and protection of open spaces for recreation.

Actions:

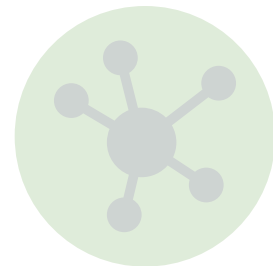
- Support the prioritization of public open spaces and recreation in new developments in all future city development projects to ensure adequate recreational spaces as the population grows.
- Build from the Bike St. John's Master Plan and focus on improving and expanding access and connectivity to City-wide recreational assets.

Recommendation #8: Enhance integration of new technologies in operations and data collection processes.

Actions:

- Expand data collection efforts related to recreation program registration to understand utilization and user characteristics more accurately (Ex. How they found out about the program).
- Standardize data collection and reporting across the Department and among community collaborators, where possible.
- Collaborate with community groups for participation data to inform decision making.
- Develop or upgrade an integrated online booking and scheduling system to allow for more efficient management of recreation services and data collection.

Goal Alignment



Sustainable

Goal Alignment



Sustainable

Recommendation #9: Enhance communication efforts related to recreation opportunities and benefits.

Actions:

- Develop a communication plan that uses multiple channels (social media, newsletters, website updates) to inform the public and community contributors about available recreation services, events, and updates.
- Implement feedback loops to maintain transparency regarding decision-making processes and development plans.
- Develop a recreation e-newsletter for community members. Ensure user groups are included (could be for a fee).
- Collaborate with the communications department to develop an internal marketing committee to carry out effective marketing campaigns for recreation programs and events.

Recommendation #10: Support community groups to build organizational capacity and leadership.

Actions:

- Support networking events, workshops, or forums for recreation organizations, local businesses, and community contributors to collaborate, share challenges, and develop joint solutions.
- Establish a recreation advisory committee that includes representatives from local organizations to provide ongoing feedback and collaboration on facility management and program development.
- Develop regional partnerships with surrounding municipalities to enhance capacity and opportunities.

Goal Alignment



Connected



Sustainable



Infrastructure Recommendations

7.0

Provided in this section are strategies to help prioritize and guide the City's investment in recreation facilities over the next 10+ years. The strategies are informed by using the following information, which was gathered as part of this planning process:

- Community Demographics
- Resident Demand
- User Group Demand
- Facility Assessment
- Accessibility
- Financial Viability (Capital + Operating)
- Economic Benefits
- Trends & Leading Practices

It is important to consider the infrastructure strategies and supporting frameworks in the broader context of infrastructure development, as illustrated in Figure 11.



Figure 11: Facility Development Phases



7.1 Facility Assessment and Strategies

As an overarching strategy across all facility types, it will be crucial for the City to place an emphasis on asset management through conducting regular facility assessments and adequate capital and lifecycle reserve budgeting. This is especially important for indoor facilities, given the costs associated with capital repair, renewal, and replacement.

Facility Type	Assessment	Strategies	Service Level Assessment
Indoor Aquatics	<ul style="list-style-type: none"> Primarily used for swim lessons, aqua fitness and instructional training. Capacity will be expanded with new Mews. Inventory supported by regional facilities and Aquarena. Increasing utilization. 	<p>Develop a short to medium term maintenance strategy for the existing facilities that clearly identifies which building systems and components justify re-investment to sustain operations.</p> <p>Monitor participation and utilization rates of indoor aquatics and re-assess need for additional tanks in 5 years.</p> <p>Explore regional partnerships to meet aquatic activity demands.</p>	Protect / Potentially Enhance

Facility Type	Assessment	Strategies	Service Level Assessment
Outdoor Aquatics	<ul style="list-style-type: none"> • Primarily used for public swimming, swim lessons and youth programming. • Outdoor aquatic experiences supported splash pads. • Greater demands for respite from heat, cooling. • Current inventory well utilized. 	Sustain the existing outdoor facilities with prudent asset management.	Protect
Gymnasiums	<ul style="list-style-type: none"> • Primarily used for sport and recreation programming, camps. • Inventory supported by other community spaces and facilities. • Increase utilization rates across facilities. • Demand for indoor multipurpose spaces. • Current inventory well utilized. 	<p>Continue to support existing venues and facilities.</p> <p>Consider opportunities to meet gymnasium space and activity needs as new facility projects are studied and planned.</p>	Protect / Potentially Enhance
Multi-purpose program spaces	<ul style="list-style-type: none"> • Spaces utilized by a variety of community groups including youth, senior, community and health related groups. • Increasing demand for indoor multipurpose community spaces. • Consideration of accessibility of spaces. • Inventory supported by other community spaces. • Current inventory well utilized. 	Continue to support existing venues and facilities.	Protect

Facility Type	Assessment	Strategies	Service Level Assessment
Fields	<ul style="list-style-type: none"> • Utilization of rectangular fields has increased, 2023 was greater than 2019 rates. • Increasing demand for fields with growing popularity of traditional and non-traditional sports – soccer, football, cricket, field hockey. • Disruptions of climate events, extreme weather. • Ability of turf to extend seasonal use. • Current inventory very well utilized. 	<p>Continue to support existing venues and facilities.</p> <p>Monitor participation and utilization rates of fields and re-assess need for additional fields in 3 years.</p> <p>Explore regional partnerships to meet demands, particularly related to the provision of additional indoor turf.</p>	Protect / Potentially Enhance
Diamonds	<ul style="list-style-type: none"> • Utilization of diamonds has increased, 2023 was greater than 2019 rates. • Growing popularity of ball sports – softball adult recreation. • Need for support amenities at diamonds. • Current inventory very well utilized. 	Continue to support existing venues and facilities.	Protect
Hard Courts	<ul style="list-style-type: none"> • Ability to provide spontaneous recreation opportunities for all ages and abilities. • Growing participation in court sports. • Low barriers to participation in court activities. • Neighbourhood level amenities. 	Continue to support existing venues and facilities.	Protect

Implementation

8.0



This Master Plan outlines a series of strategies and actions for the City to implement over the next 10+ years. Given the realities of resource constraints and the interconnected nature of these recommendations, it is essential to establish practical timelines and prioritize resources effectively. This section serves as a foundation for resource allocation. These plans should be regularly reviewed and adjusted to account for evolving priorities, competing municipal projects, available resources, and emerging opportunities.

Recommendation	Actions	Ongoing	Short Term (0 - 3 years)	Medium Term (3 + years)	Long Term (7+ years)
Develop inclusive opportunities to support active living for all ages and abilities.	Continue to monitor, identify and address barriers to programs for key groups with lower participation including youth, lower income households, Indigenous, and seniors.	█			
	Offer more recreational programs and services to address growing populations of New to Canada participants by developing culturally relevant recreational programs.	█			
	Ensure recreation places, spaces and programs represent and respect Indigenous voices and culture.			█	

Recommendation	Actions	Ongoing	Short Term (0 - 3 years)	Medium Term (3 + years)	Long Term (7+ years)
Support the delivery of programs and services lead by community groups and partners.	Develop a Community Group Recognition Policy to formalize relationships between the City and volunteer-based community groups that provide services and programs to the public.				
	Continue to work with community sport groups and schools to understand and identify gaps in services.				
	Increase support for community led initiatives and events through grants and other programs to support community level projects.				
	Share regular training and networking opportunities to representative organizations to enhance the capacity and skills within the community.				
	Continue to work with partners to create financial support programs to enhance youth participation in sports.				

Recommendation	Actions	Ongoing	Short Term (0 - 3 years)	Medium Term (3 + years)	Long Term (7+ years)
Enhance policies and procedures to strengthen the equitable planning and delivery of recreation services and programs.	Conduct a review of department policies with an equity, diversity, inclusion and reconciliation lens, and work to address gaps and opportunities where feasible.	█			
	Review current facility allocation practices and adopt a new Policy that reflects the needs and priorities of the community.		█		
	Use the Program Delivery Approach Framework to determine appropriate service delivery approach.	█			

Recommendation	Actions	Ongoing	Short Term (0 - 3 years)	Medium Term (3 + years)	Long Term (7+ years)
Improve geographic balance and neighbourhood level provision of recreation places, spaces and programs.	Utilize the Site Selection Framework in future decision making for new facilities and spaces.	█			
	Explore temporary activation of places and spaces to enhance neighbourhood level service delivery.	█			
	Work with community partners to provide more opportunities and spaces for people to be active on a drop-in basis within their neighborhoods.	█			
	Plan for a new community recreation space in the Ward 5 area. Identify potential locations, program, and preliminary costs for the future development.			█	█

Recommendation	Actions	Ongoing	Short Term (0 - 3 years)	Medium Term (3 + years)	Long Term (7+ years)
Support the hosting of sport, recreation, arts and cultural events to realize community benefits.	Continue to support the hosting of community events that foster inclusion and a sense of belonging.	■			
	Increase community development programs, events and celebrations aimed at connecting and engaging residents, celebrating diverse cultures, and building community identity.	■			
	Explore the creation of an event hosting strategy to leverage the benefits of event legacies and to support the attraction of new opportunities to the City.		■		
	Partner with other municipalities to develop regional places, spaces, attractions, and events.			■	■

Recommendation	Actions	Ongoing	Short Term (0 - 3 years)	Medium Term (3 + years)	Long Term (7+ years)
Provide high-quality, multifunctional recreation places and spaces efficiently and effectively.	Consider climate resilience and mitigation in facility design through incorporating principles of environmental sustainability and structural resiliency.	■			
	Design new facilities to be universally accessible and consider the integration of multiple amenities and community services (e.g., recreation, cultural and social spaces) in one facility or location to ensure access for all.	■			
	Develop a recreation asset management policy and capital plan that ensures long term re-investments in assets to maintain service levels.		■		
	Utilize the Investment Prioritization Framework to support future decision making for new places and spaces.	■			

Recommendation	Actions	Ongoing	Short Term (0 - 3 years)	Medium Term (3 + years)	Long Term (7+ years)
Improve connectivity throughout the City to support active transportation and protection of open spaces for recreation.	Support the prioritization of public open spaces and recreation in new developments in all future city development projects to ensure adequate recreational spaces as the population grows.				
	Build from the Bike St. John's Master Plan and focus on improving and expanding access and connectivity to City-wide recreational assets				

Recommendation	Actions	Ongoing	Short Term (0 - 3 years)	Medium Term (3 + years)	Long Term (7+ years)
Enhance integration of new technologies in operations and data collection processes.	Expand data collection efforts related to recreation program registration to understand utilization and user characteristics more accurately (Ex. How they found out about the program).	■			
	Standardize data collection and reporting across the Department and among community collaborators, where possible.		■		
	Collaborate with community groups for participation data to inform decision making.	■			
	Develop or upgrade an integrated online booking and scheduling system to allow for more efficient management of recreation services and data collection.		■		

Recommendation	Actions	Ongoing	Short Term (0 - 3 years)	Medium Term (3 + years)	Long Term (7+ years)
Enhance communication efforts related to recreation opportunities and benefits.	Develop a communication plan that uses multiple channels (social media, newsletters, website updates) to inform the public and stakeholders about available recreation services, events, and updates.	█			
	Implement feedback loops to maintain transparency regarding decision-making processes and development plans.	█			
	Develop a recreation e-newsletter for community members. Ensure user groups are included (could be for a fee).		█		
	Collaborate with the communications department to develop an internal marketing committee to carry out effective marketing campaigns for recreation programs and events.	█			

Recommendation	Actions	Ongoing	Short Term (0 - 3 years)	Medium Term (3 + years)	Long Term (7+ years)
Support community groups to build organizational capacity and leadership.	Support networking events, workshops, or forums for recreation organizations, local businesses, and stakeholders to collaborate, share challenges, and develop joint solutions.	■			
	Establish a recreation advisory committee that includes representatives from local organizations to provide ongoing feedback and collaboration on facility management and program development.		■		
	Develop regional partnerships with surrounding municipalities to enhance capacity and opportunities.	■			





