



City of Fredericton **RECREATION & LEISURE** **MASTER PLAN**



Livable Community Committee Presentation
April 30, 2024



Sierra Planning and Management
advice • strategy • implementation

WHERE WE ARE

TODAY

Phase 1: Background (NEARING COMPLETION)

Phase 2: Engagement (IN PROGRESS)

➤ Visioning and Engagement Report - June

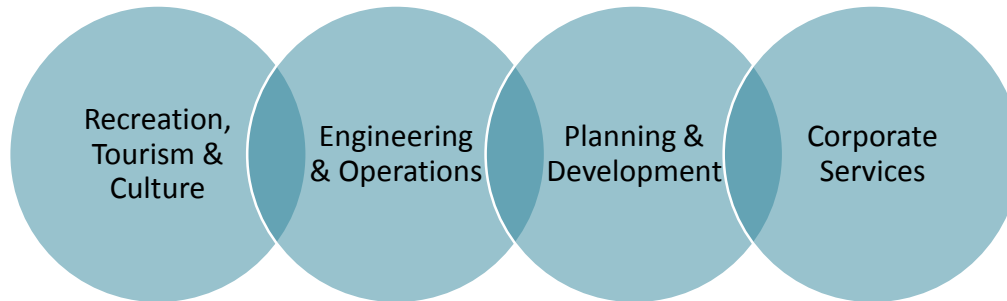
Phase 3: The Plan (NEXT STEPS)

Today's purpose: begin Council's assessment and discussion of preliminary considerations that are anticipated to form the foundations of the Plan and which are the highest priority.

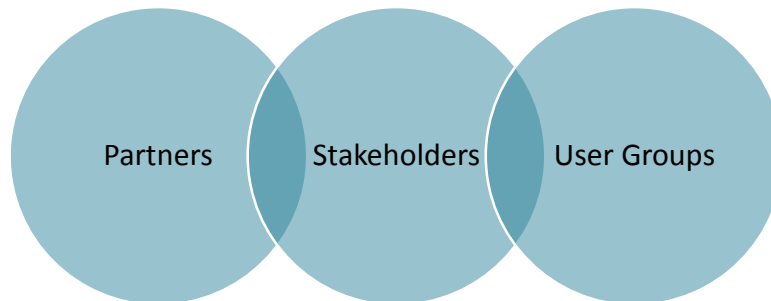
RECREATION & LEISURE IS COLLABORATIVE

Successful Master Plan implementation requires stakeholder cooperation:

Internal:



External:



ENGAGEMENT

Type of Engagement

Results

Public Online & In-Person Surveys

5,225 project page views

702 responses to General Public Survey

488 responses to Trails Survey

204 responses to Parks Survey (in-person)

User Group Online Survey

72 User Group Survey invites sent

48 responses to User Group Survey

Workshops

1 community workshop – publicly advertised

89 participants at Community Workshop #1

129 Invites sent to user groups/stakeholders

5 User Group / Stakeholder Workshops held and/or scheduled

One-on-One Interviews

18 invites sent

15 interviews conducted / scheduled

Advisory Committees of Council

4 Committees identified

3 engaged to date (1 upcoming)

PRELIMINARY CONSIDERATIONS

INCLUSIVITY

**An increased commitment to
inclusivity necessitates:**

- Fostering the corporate-wide approach
- Greater neighbourhood focus balanced with centralized services where it makes sense
- Cost recovery policies affect the City's role in programming and non-traditional spending priorities
- Changing the delivery model to improve access (i.e. accessibility, transit)

PRELIMINARY

CONSIDERATIONS

RE-BALANCE IN ACCESS

Competitive v. community v. for profit use

- Community: Structured v. Unstructured
- Within City's inventory of facility provision
- Within open space system: passive v. active
- Regionality:
 - Consumption of recreation and leisure is regional
 - Regional Services Agreements remain important

PRELIMINARY CONSIDERATIONS

SERVICE DELIVERY MODEL

3rd Party Delivery v. City Delivered Programming

1. Successes:

- Structured Programming delivered by 3rd parties is highly successful for some activities

2. Gaps:

- City's current service delivery is heavily focused on scheduling
- Some structured programming lacks service providers (e.g. knitting, piano lessons, etc.)
- Desire for more unstructured opportunities (e.g. barbeques in parks)
- Underserved populations

3. Opportunities:

- Continuation of Community Development Model where it's working
- Gradual, intentional increase in City direct programming to reach underserved populations where no 3rd party provider is available

PRELIMINARY CONSIDERATIONS

INVESTMENT AND RE-INVESTMENT

A growing community necessitates responding to changing conditions:

New Capital Investment

- Increasing demand for courts, fields, etc.
- Need for new/additional facilities
- Outdoor user comfort amenities (i.e. washrooms, water source, shade)

Leveraging Existing Assets:

- Managing access and maximizing use of existing assets
- Reimagining use of parks and open spaces
- Facility-owner relations (i.e. schools)

PRELIMINARY CONSIDERATIONS

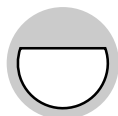
COST OF RECREATION

Cost recovery v. level of subsidization

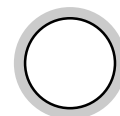
- Two sides of the same coin but varies dramatically by activity and group
- Mandate of public recreation can be explained in cost recovery v. subsidization
- Back to basics review of subsidization:
 - Fee schedule
 - Subsidization policy
 - Allocation policy



Full Cost Recovery =
No Subsidy



Partial Cost
Recovery = Partial
Subsidy



No Cost Recovery =
Full Subsidy

PRELIMINARY CONSIDERATIONS

ACHIEVING BALANCE

As a growing and diversifying city, are you prepared to support:

1. Systematic change that fosters greater **inclusivity**?
2. Refocusing the balance between competing uses (i.e. community-competitive-for profit) to **achieve broader access**?
3. **Investment** in new and existing assets?
4. A trajectory of more direct City involvement in **program delivery**?
5. A back-to-basics review of **subsidization**?



THANK YOU!