

## SECTION 8. IMPLEMENTATION

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### 8.1 OVERVIEW

This section outlines a process for monitoring and updating the Plan. The implementation of the Master Plan is also guided by the implementation strategy contained within the Executive Summary to this Plan, which identifies the timing of all of the recommendations contained herein.

### 8.2 MONITORING THE MASTER PLAN

A Master Plan is a long-range planning document. It is intended to be used to guide decision-making on recreation, leisure and park matters in the municipality for the next 10 years. With any document that utilizes a long-term planning horizon, the further into the future that projections are made, the more difficult it becomes to ensure accuracy. As a result, there is a need to periodically review the recommendations contained in this Master Plan in order to ensure that it remains reflective of current realities and is responsive to the changing needs of the community.

Many of the recommendations and action plans in this Plan are based upon the number of participants per facility and/or modified provision standards. Although participation data has been projected using participation rates, it is recognized that trends and external factors have significant implications on future facility usage levels. These qualitative factors have been considered in formulating the recommendations.

Trends change and often unforeseen factors emerge which create unanticipated increases or decreases in participation. These in turn, may impact on facility provision. Continued monitoring of the participation levels (as well as overall population figures) in Brantford's major recreation activities is necessary to identify significant changes and to relate those changes to the corresponding impact on the facility and park provision recommendations. As a result, the direction of the Plan may need refocusing from time to time.

In order to properly monitor the Plan, some additional tasks are required, including the monitoring of participation levels by the City. Ongoing tracking of recommendations and actions should also be the responsibility of one member of staff. Tracking should include status updates at the discretion of senior management or Council. This approach will assist in keeping the Master Plan current and community responsive.

**Recommendation:** *That one City staff person be responsible for the tracking of the implementation of the recommendations contained in this Master Plan.*

### 8.3 UPDATING THE MASTER PLAN

As previously noted, unanticipated circumstances may dictate the need to reassess the priorities and recommendations of the Master Plan. Through the monitoring of participation levels and qualitative considerations, adjustment of resource allocations, and implementation of shifts in political direction, it is possible that certain components of the Master Plan will require updating.

Updating the Plan requires a commitment from all staff involved in the delivery of leisure services, Council, and the public. An appropriate time for an update of the Plan is during the annual budget process. The following steps may be used to conduct an annual review of the Master Plan early on in the budget process.

1. Review of the past year (Master Plan recommendations implemented, capital projects undertaken, success/failure of new and existing recreation initiatives, changes in participation levels, issues arising from the public and community groups, etc.).
2. Issues impacting the coming year (anticipated financial and operational constraints, political pressures, etc.).
3. Review of Master Plan for direction regarding recommended actions.
4. Staff identification of Master Plan recommendations to be implemented in the short term.
5. Prioritization of projects and determination of which projects should be implemented in the coming year based upon criteria established by staff (e.g., financial limitations, community input, partnership/funding potential, etc.).
6. Preparation of staff report. If staff recommendations and priorities differ significantly from those recommended in the Master Plan, the report should detail the reasons for the new direction. If staff recommendations support those established in the Master Plan, the report should explain how their recommendations conform to the direction of the Plan.
7. Communication to staff and Council regarding the status of projects, criteria used to prioritize projects, and projects to be implemented in the coming year.
8. Budget revisions as necessary.

It is suggested that the staff reports that deal with changes or additions to the Master Plan be distributed to the appropriate municipal staff in other Departments for their records. It may not be necessary to make changes to the text of the Master Plan.

Although the mandate of the Master Plan is 10 years (to the year 2012), some analysis has been carried over a longer time span. A more detailed review of the Plan will be required once the original directive of the Plan expires in 2012.

**Recommendation:** *That the City carry out an annual review and monitoring program for the Master Plan as detailed above.*

**Recommendation:** *That the City complete a comprehensive update of the Parks and Recreation Master Plan in the year 2012.*