

7.0 IMPLEMENTATION

The Recreation Services Plan provides guidance and direction for decision-makers involved with the planning of the Smith-Ennismore-Lakefield's parks and recreation system. Township Staff will be required to establish a strategic implementation approach with Council based on available resources and funding. The recommendations then can be prioritized over the life of the Recreation Services Plan, and should be used for reference for capital planning, development charge studies and other related planning exercises conducted by the Township.

As discussed in the Section on Delivering Effective Services, the Township should continue to review and assess the Recommendations set out in the Recreation Services Plan in order to ensure that they remain relevant. This will require monitoring of parks and recreation activity patterns, conducting annual review of the achievements of the Plan, tracking satisfaction levels, reviewing trends and participation levels, and undertaking a review of this document after five years, and preparing a new Recreation Services Plan at the end of the planning period.



Implementing Goals & Strategic Directions

The Township integrates best practices in the way in which parks and recreation services are provided. The following **goals and strategic directions** represent best practices that the Township should either continue to do, or consider doing.

- a. Continue to be an “indirect” service provider by focusing efforts on the provision and maintenance of high quality parks and recreation facilities (see Section 3.2).
- b. Encourage local organizing committees to seek a balanced geographical representation among their memberships in order to ensure that their events and services are responsive to residents living in different areas of the Township, thereby creating greater opportunities for growth and success (see Section 3.3).
- c. Continually provide professional development opportunities for Township Staff to ensure that they have up-to-date training and skills to do their jobs safely and effectively (see Section 3.6).
- d. Continue to work with the Joint Peterborough County Smith-Ennismore-Lakefield Ontarians with Disabilities Advisory Committee to ensure that municipal and community-based recreation facilities and programs are accessible to those with disabilities and special needs (see Section 3.7)
- e. Work with community-based providers to promote a sufficient range of low-to-no cost activities to meet the recreational needs of households with lower incomes (see Section 3.7).
- f. To ensure that safety concerns do not become a barrier to usage, parks and facilities should be designed and maintained in a manner that ensures patron safety using expertise available throughout the Township, such as from trained municipal staff, local police departments, etc. (see Section 3.7).
- g. Target the provision 1 play structure within 800 metres of major residential areas in designated growth centres and hamlets (defined as Lakefield, Bridgenorth, Ennismore and Young’s Point), unobstructed by major pedestrian barriers such as County roads, highways, and waterways. Continued implementation of the playground inspection and renewal programs is necessary to ensure that equipment is safe, inclusive and responsive to meeting early childhood development needs (see Section 3.8).



7. IMPLEMENTATION

- h. Through the proposed Recreation Services & Festival Liaison (see Recommendation #11), the Township should continue to regularly consult with local seniors organizations to understand their needs. Enhancements may be considered for the Township's stock of multi-purpose rooms to see how these spaces can be flexibly adapted and improved to meet the needs of older adults (see Section 3.8).
- i. Ensure that publications developed by the Parks & Recreation Department communicate the benefits attained by residents who participate in healthy, creative and active lifestyles (see Section 3.9).
- j. Township arenas should be operated in a manner that encourages full cost recovery principles to ensure that they remain in a sustainable operating position for the longer-term. Continued tax support and differentiated pricing by market are encouraged to ensure that minor sport participants are able to access ice times (see Section 3.10).
- k. Continue to maintain permitted sports fields at a high level of quality to ensure that user groups are able to grow their programs. Major capital improvements to sports fields may be undertaken after consulting with user groups and have been rationalized through municipal business planning to ensure that the fiscal implications of field upgrades are financially sustainable for the Township (see Section 4.1).
- l. In accordance with Section 6.3.2.6 of the County of Peterborough Official Plan, the Township should target the provision of parkland at a rate of 4.0 hectares per 1,000 persons in its designated urban settlement areas and hamlets (defined as Lakefield, Bridgenorth, Ennismore and Young's Point). As per Official Plan policy, a standard of 2.5 hectares per 1,000 persons should be targeted for Community Park typologies and 1.5 hectares per 1,000 persons for Neighbourhood Park typologies (see Section 5.2).
- m. Ensure that parkland is accessible within walking distance (i.e. 800 metres, free of pedestrian barriers) of major residential areas situated in designated growth areas and hamlets (defined as Lakefield, Bridgenorth, Ennismore and Young's Point) (see Section 5.2).
- n. Continue to encourage public use of municipal beaches and facilitate the delivery of community-based aquatic programs at these locations (see Section 5.6).
- o. Design parks, wherever possible, in a manner that incorporates natural, indigenous vegetation features in order to foster an appreciation for such areas and maintain crucial ecological functions (see Section 5.9).
- p. Work closely with the Otonabee Region Conservation Authority to coordinate capital projects while exploring opportunities to partner in the provision of environmentally-oriented initiatives (see Section 5.9).

Implementing Recommendations

The following **Recommendations** have been developed as part of the Recreation Services Plan (RSP), listed in order as they appear within this document.

Delivering Effective Services

Recommendation #1

With the view of remaining an ‘indirect’ provider of services, the Township should conduct a comprehensive review of the community-based recreation program inventory every five years and identify if there are any major service gaps. Based upon this review, requests for direct municipal provision of non-core facilities and services may be considered on a case-by-case basis or by utilizing a standardized partnership evaluation framework (see Recommendation #5).

Timing: Ongoing

Resource Implications: Staff time to monitor availability of community-based programs. Monitoring and liaising with community groups to address program could be conducted by the proposed Recreation Services & Festival Liaison (see Recommendation #11). Staff time will be required to rationalize potential municipal delivery of non-core services, the costs of which would be determined at that time.

RSP Section Reference: 3.2

Recommendation #2

Create appropriate resources for local volunteer groups to address challenges in the volunteer sector such as recruitment, retention, training and recognition. To this end, the Township may:

- Coordinate local volunteer organizations in the development of volunteer management resources using a community development approach, with the Township contributing expertise as a partner in this process.
- Take a leadership role in facilitating the sharing of information between local volunteer groups to increase efficiencies and community capacity, and reduce reliance upon the municipality to contribute staff resources. One initiative to this effect may be the creation of a local volunteer database so that groups have the ability to ‘share’ volunteers with each other.

Timing: Short-Term (2012-2014)

Resource Implications: The proposed Recreation Services & Festival Liaison (see Recommendation #11) would lead discussions with volunteers and reduce operational pressures that may be placed on the Township in the absence of facilitating a community development approach

RSP Section Reference: 3.3

7. IMPLEMENTATION

- Recommendation #3** Formalize an Integrated Service Delivery (ISD) approach to use the collective expertise of all municipal departments, along with community-based service providers, to create innovative solutions to addressing local needs. Given that the Township is already well positioned internally to achieve ISD, a focus should be placed upon creating an Asset Based Community Development Model through engagement and the provision of appropriate supports (e.g. financial, logistical, expertise, etc.) as a means to empower the local community, continually develop their internal capacity, and enhance their capacity to deliver programs and services over the long-run
- Timing:** Ongoing
Resource Implications: The proposed Recreation Services & Festival Liaison (see Recommendation #11) would be responsible for liaising with groups to determine gaps/needs and facilitate the ABCD approach
RSP Section Reference: 3.4
- Recommendation #4** Build upon relationships and work with the local school boards to develop reciprocal agreements which increase affordable access to school facilities such as gymnasiums, meeting rooms, and outdoor spaces as a means to address gaps in parks and facilities, particularly in more remote areas of the Township.
- Timing:** Ongoing
Resource Implications: A core responsibility of the proposed Recreation Services & Festival Liaison (see Recommendation #11) would be to liaise with school boards, principals and teachers
RSP Section Reference: 3.4
- Recommendation #5** Requests for facilities and services that are not part of the Township's core mandate should be evaluated on a case-by-case basis after:
- Considering the anticipated municipal role, quantifiable measures of demand and costs to the Township, and other long-term implications prior to deciding whether or not to partner in the public interest. Requests for organized services should be supported by a proponent-led market assessment and business plan that demonstrates why the Township should be involved in the delivery of a non-core service.
 - Developing and applying a standardized process or framework for evaluating and responding to requests for partnerships, with the view of maximizing public interests.
 - Conducting internal trend tracking and business planning by the Township to determine if its entry is warranted into new levels of service.
- Timing:** Short-Term (2012-2014) for development of standardized partnership framework; Ongoing for response to requests
Resource Implications: Staff Time to develop standardized partnership framework, prepare internal rationalization exercises, and evaluate partnership requests
RSP Section Reference: 3.4

7. IMPLEMENTATION

- Recommendation #6** | Initiate a comprehensive review of the Township’s set of standardized, formal and informal operational policies, and regularly review these policies to assess their relevancy, effectiveness, and if there is a need to update them.
- Timing:** Ongoing
Resource Implications: Staff Time
RSP Section Reference: 3.5
- Recommendation #7** | Establish a simple set of quantifiable targets and performance measures that can gauge the efficiency and effectiveness of parks and facilities which are offered by the Township. These measures can be refined and expanded upon over time to respond to changing consumer expectations and Departmental operating practices.
- Timing:** Short-Term (2012-2014)
Resource Implications: Staff Time to review Departmental performance
RSP Section Reference: 3.5
- Recommendation #8** | In order to make effective use of the market driven standards (e.g. 1 facility per X number of participants) and equitably allocate scheduling for permitted facilities, the Township should collect annual registration data (including contact information for each participant) from all sport organizations that utilize Township-owned facilities (e.g. sports fields and arenas, at a minimum) to accurately determine existing and future facility needs.
- Timing:** Ongoing
Resource Implications: Staff Time to collect and review annual participation statistics
RSP Section Reference: 3.5
- Recommendation #9** | Regularly explore ways in which to enhance the way in which services are being delivered to customers, with a continued focus on quality. As such, the Township should be willing to explore new approaches and technologies which will aid Staff in their ability to administer the high quality customer services that residents now associate with municipal facilities and programs.
- Timing:** Ongoing
Resource Implications: Staff Time and potential costs/cost-savings associated with implementing new customer service delivery systems
RSP Section Reference: 3.5

7. IMPLEMENTATION

- Recommendation #10** | A review and update to the Recreation Services Plan is recommended after 5 years to ensure that Recommendations remain relevant in the context of future population characteristics, preferences, and needs.
- Timing:** Medium-Term (2016)
Resource Implications: Consulting Fees (approximately \$70,000)
RSP Section Reference: 3.5
- Recommendation #11** | Ensure that municipal parks and facilities are supported by appropriate staff resources. Given the growth and complexity within the municipal parks and recreation system, the Township should:
- Undertake a comprehensive Staffing Review & Succession Planning Exercise to develop appropriate staffing standards that reflect desired service levels.
 - As part of the proposed Staffing Review & Succession Planning Exercise, consider the addition of a Recreation Services & Festival Liaison (part-time position that may be extended to full-time depending upon workload) and a seasonal Harbour Master position.
- Timing:** Short-Term (2012-2014)
Resource Implications: Staff Time and/or Consulting Fees for the Staffing Review & Succession Planning Exercise, which will determine the extent of costs due to changes in staffing allocations
RSP Section Reference: 3.6
- Recommendation #12** | Provide a training program for staff to gain the skills needed to fully engage under-represented populations; at a minimum, this may include targeted marketing techniques that ensure utilization of plain and clear language in all reports and publications. This training could be expanded to include community groups and volunteer representatives.
- Timing:** Ongoing
Resource Implications: Staff time, training costs
RSP Section Reference: 3.7
- Recommendation #13** | Develop a splash pad in Ennismore, either at the Ennismore Waterfront Park or the Robert E. Young Recreation Complex. A second splash pad may be considered, if confirmed through need and business planning assessments, elsewhere in the Township after gauging the success of the Ennismore splash pad.
- Timing:** Short-Term (2012-2014) in Ennismore; Medium-Term (2015-2017) in another designated settlement area
Resource Implications: Capital and operating costs will vary upon design, scale and water system employed
RSP Section Reference: 3.8

7. IMPLEMENTATION

- Recommendation #14** Using an Asset Based Community Development approach (see Recommendation #3), consult with youth-serving agencies and school boards to evaluate how existing municipal, institutional and community-based facilities can be enhanced or adapted to better meet the needs of local youth.
- Timing:** Ongoing
Resource Implications: Capital and operating costs will vary by facility and types of services offered
RSP Section Reference: 3.8
- Recommendation #15** Provide 2 additional multi-use courts oriented to basketball, preferably in Bridgenorth and Lakefield, to meet needs of youth over the planning period; ideally, these courts would be co-located with other youth-oriented park amenities.
- Timing:** Short to Medium-Term (2012-2017)
Resource Implications: Increased capital and operating costs associated with new facility development
RSP Section Reference: 3.8
- Recommendation #16** Explore the feasibility of expanding the Robert E. Young Recreation Complex basketball court to a multi-use court template in order to allow a greater variety of uses to take place across all four seasons.
- Timing:** Medium-Term (2015-2017)
Resource Implications: Capital and operating costs may be increased due to expansion, maintenance and provision of ancillary amenities (e.g. rink boards)
RSP Section Reference: 3.8
- Recommendation #17** Proceed with plans to construct a skateboard park at Isabel Morris Park, either as a pilot project (if the Township is the sole funder) or as a more permanent facility (if the community is able to reach a pre-specified fundraising target). Additional skateboard parks should only be considered after monitoring the success of the proposed facility along with the necessary justification through business planning. The design of any skateboard park should involve local youth and members of the skateboarding/BMX community, as well as other youth-oriented stakeholders (such as police, schools, etc.) through active consultations.
- Timing:** Short-Term (2012-2014) in Lakefield; Medium-Term (2015-2017) in another designated settlement area
Resource Implications: Capital and operating costs will vary upon the design, size and scale of the skateboard park
RSP Section Reference: 3.8

7. IMPLEMENTATION

- Recommendation #18** Through the planned corporate Communications Strategy, the Township should explore ways to increase the awareness of local parks and recreation services by enhancing its current mediums, such as the Recreation & Library Services Guide, and exploring new ways to reach its target markets. As part of this Communications Strategy, the Township should also explore how to encourage community-based providers to better communicate their services to the public.
- Timing:** Ongoing
Resource Implications: Staff time to develop Communications Strategy (presently underway), increased costs associated with more sophisticated forms of marketing and communication
RSP Section Reference: 3.9
- Recommendation #19** Establish a consistent signage design template and install at all parks, trailheads and recreation facilities. These signs should be restored or replaced when they deteriorate.
- Timing:** Ongoing
Resource Implications: Standard costs of constructing and maintaining signs, though staff time may be required to develop a sign template for consistent application throughout the Township
RSP Section Reference: 3.9

The Need for Recreation Facilities

- Recommendation #20** Undertake a comprehensive pricing strategy to review the current fee structure for municipal parks and facilities in relation to the desired level of cost recovery/subsidization, the Township's ability to sustain high quality services, and a particular focus on areas such as affordability and required contributions to reserves.
- Timing:** Medium-Term (2015-2017)
Resource Implications: Capital and operating costs may be increased due to expansion, maintenance and provision of ancillary amenities (e.g. rink boards)
RSP Section Reference: 3.10
- Recommendation #21** Design/redesign appropriate Community-level parks (such as Isabel Morris Park and the Robert E. Young Complex) in a manner that contains space for local gatherings, festivals and special events
- Timing:** Ongoing
Resource Implications: Incremental increases in operating costs and reserve contributions.
RSP Section Reference: 3.11

7. IMPLEMENTATION

- Recommendation #22** | Develop 1 soccer field in Lakefield and ensure that the selected site is large enough to accommodate a second field, should it be warranted by growth or if access to any municipal or non-municipal sports fields is removed in the future. The need for the second new field should be reconfirmed through the five year review of the Recreation Services Plan.
- Timing:** Short-Term (2012-2014)
Resource Implications: Capital cost to assemble site (as there are no parks in Lakefield deemed to be of sufficient size to accommodate two potential fields) and construct the field, as well as increased operational costs associated with maintenance.
RSP Reference: 4.1
- Recommendation #23** | No new ball diamonds are recommended over the planning period, however, needs should be re-examined at the time of the five year review of the Recreation Services Plan.
- Timing:** N/A
Resource Implications: None anticipated.
RSP Section Reference: 4.1
- Recommendation #24** | Re-evaluate the need for additional ice rinks in five years, preferably as part of a Review for the Recreation Services Plan. Recognizing that local arenas are approaching prime time capacity over the planning period, the Township should initiate a review of its scheduling practices and facilitate discussions between the different minor hockey programs in Smith-Ennismore-Lakefield, as a means to collaborate and find efficiencies in how the ice rinks can be scheduled.
- Timing:** Short-Term (2012-2014)
Resource Implications: Staff time to facilitate discussions between users
RSP Section Reference: 4.2
- Recommendation #25** | A building condition assessment should be undertaken for the Lakefield-Smith Community Centre in order to determine the remaining lifecycle and associated costs required to keep the arenas running to a similar level of service.
- Timing:** Short to Medium-Term (2012-2017)
Resource Implications: Consulting Fees for building condition assessments (this would be a similar process to that undertaken for the Ennismore Community Centre in 2010)
RSP Section Reference: 4.2

7. IMPLEMENTATION

Recommendation #26 While an indoor aquatic centre is not required over the planning period due to the ability of local residents to access the various high quality public pools available in the City of Peterborough, the Township should support new and existing local partners with the community-based provision of outdoor swimming programs in Smith-Ennismore-Lakefield.

Timing: Ongoing

Resource Implications: None anticipated

RSP Section Reference: 4.2

Recommendation #27 To gain better access and potentially more affordable rates for gymnasiums, it is recommended that the Township strengthen its relationships with the Kawartha Pine Ridge District School Board and the Peterborough Victoria Northumberland and Clarington Catholic District School Board, with respect to the Community Use of Schools initiative. This may involve the drafting of a formalized reciprocal agreement or funding agreement in order to achieve the end goal (also see Recommendation #4).

Timing: Ongoing

Resource Implications: Staff Time

RSP Section Reference: 4.2

Recommendation #28 The Township should only proceed with the addition of a multi-purpose gymnasium at the Ennismore Community Centre if:

- it deems that the municipality has a role in providing such a space and that it is willing to rely exclusively on the community and private sector to generate revenues (in the absence of direct municipal program delivery);
- the need for the facility and the benefits of providing the space outweigh the significant capital and operating expenditures that would be required over the facility's lifecycle; and
- the significant level of risk is acceptable to the municipality after considering considerable competition from regional facilities and school-based gyms for a relatively small market, that is further inhibited by a limited and modestly growing local population base.

Timing: To be determined through business planning

Resource Implications: To be determined through the business planning process currently underway

RSP Section Reference: 4.2

A Robust Parkland System

Recommendation #29 To meet the parkland needs associated with forecasted population growth, a total of 20.5 hectares of parkland will be required by the year 2021. The acquisition and development of a neighbourhood park in the Lakefield South Development Area will partially address parkland requirements, though the Township should investigate the feasibility of converting all or a portion of the 9.4 hectares of unmaintained open spaces owned by the Township for active and passive park uses on a parcel-by-parcel basis.

Timing: Ongoing

Resource Implications: Standard costs of parkland acquisition (depending on the value of land and how it is obtained) and maintenance

RSP Section Reference: 5.4

Recommendation #30 The Township should focus on acquiring parkland between 1.6 and 3.2 hectares in size to satisfy the deficit of overall parkland and neighbourhood parks in accordance with the provision standards established in the County Official Plan.

Timing: Ongoing

Resource Implications: Standard costs of parkland acquisition and maintenance

RSP Section Reference: 5.4

Recommendation #31 In the absence of an immediate park or recreational need for the former Ennismore United Church lands, the Township should explore alternative land uses that may be appropriate for the site provided they are in accordance with the gifting agreement.

Timing: Medium-Term

Resource Implications: Staff Time

RSP Section Reference: 5.5

Recommendation #32 It is recommended that the Township continue to lease the Lakefield Campground to the private sector, however, it should undertake a succession plan for the Lakefield Campground to determine a course of action for the municipality to take should the private sector withdraw from the operations.

Timing: Ongoing

Resource Implications: Staff Time to develop succession plan

RSP Section Reference: 5.5

7. IMPLEMENTATION

- Recommendation #33** To serve the Woodland Acres community, the Township should undertake a site-specific master plan for the existing Woodland Acres Open Space parcel to determine the preferred layout and amenity level of the park. This master plan should be undertaken after the Township receives a formal application on the lands known as 'Block B' on Woodland Drive in order to also effectively account for pressures that a new subdivision would generate for parks in the area. Swapping the existing parcel for a smaller property in the existing neighbourhood is discouraged.
- Timing:** Medium-Term
Resource Implications: Staff Time to develop master plan
RSP Section Reference: 5.5
- Recommendation #34** The Township should undertake a Marina Study & Business Plan to investigate the need and costs associated with expanding the number of slips, the marina building, and the staffing allocation (which may include the seasonal Harbour Master position proposed in Recommendation #11).
- Timing:** Ongoing
Resource Implications: Consulting Fees
RSP Section Reference: 5.6
- Recommendation #35** The Township's supply of unmaintained waterfront accesses, notably those with small beach or boat launch potential, should be evaluated on a case-by-case basis for one-time improvements which encourage neighbourhood-based access and use.
- Timing:** Long-Term (2018-2021)
Resource Implications: Increased capital and operating costs associated with improvements and/or acquisition
RSP Section Reference: 5.6
- Recommendation #36** The Township should investigate acquisition of a small waterfront access parcel in the northern portion of the former Smith Township to allow small watercraft launching abilities from the southern shoreline of Deer Bay and/or Buckhorn Lake.
- Timing:** Long-Term (2018-2021)
Resource Implications: Standard costs of parkland acquisition and maintenance
RSP Section Reference: 5.6

7. IMPLEMENTATION

- Recommendation #37** | The Township should evaluate opportunities to acquire parkland in gap areas identified throughout new and existing communities, using tools such as:
- Conveyance of parkland, as permitted through dedications under the Planning Act.
 - Cash-in-lieu of parkland, as permitted through the Planning Act. In this respect, the Township and the County of Peterborough should collaborate to amend the Official Plan to establish criteria for accepting cash-in-lieu of parkland. At a minimum, criteria to be explored may include where the size of dedicated lands is of insufficient size, if the area is already adequately satisfied by existing parks, if the intent is to combine multiple small park parcels into one large park, or if the dedication would render the site as being impractical for development.
 - Alternatives acquisition mechanisms such as municipal purchase, lease, land swaps, etc. as appropriate.
- Timing:** Ongoing
Resource Implications: Standard costs of parkland acquisition and maintenance (no capital dollars would have to be expended for parkland conveyed under the *Planning Act*)
RSP Section Reference: 5.7
- Recommendation #38** | Design parks in a manner that engages the public as a means to promote a healthy and active lifestyle, and facilitate civic pride by incorporating appropriate features that maximize comfort, convenience and safety (e.g. shade, marked paths, benches, windbreaks, etc.). Low cost designs can be achieved by using locally available equipment, where appropriate.
- Timing:** Ongoing
Resource Implications: Standard costs of parkland acquisition and maintenance
RSP Section Reference: 5.8
- Recommendation #39** | Building upon community gardening programs offered by the Kawartha Pine Ridge District School Board at local elementary schools, the Township should facilitate discussions between the public school board and local beautification organizations and interested residents to promote additional community allotment gardens at appropriate locations.
- Timing:** Short-Term (2012-2014)
Resource Implications: The proposed Recreation Services & Festival Liaison (see Recommendation #11) would be responsible for liaison between different partners such as the school board, local volunteers, provincial funding bodies, etc.
RSP Section Reference: 5.8

An Effective Trails System

Recommendation #40 Undertake a Trails / Active Transportation Master Plan that establishes a comprehensive and systematic framework that defines the vision and addresses needs through long-range planning for the local trails system. At a minimum, this Master Plan should consider:

- Potential trail connections to community, inter-municipal and external trail networks;
- The role and mandates of the various Trail Committees which exist in Smith-Ennismore-Lakefield;
- Integration of various modes of travel on trail routes throughout the year such as pedestrian, bicycle, cross-country ski, inline skating, etc.; and
- Opportunities to tie into the Sustainable Peterborough framework and Transportation Master Plan currently being prepared at the County level.

Timing: Short-Term

Resource Implications: Consulting Fees

RSP Section Reference: 6.2

Recommendation #41 Incorporate principles of active transportation within the development of the trails network, particularly within new suburban types of development, in order to ensure that the system functions from both a utilitarian and a recreational perspective.

Timing: Ongoing

Resource Implications: Standard costs of trail development and maintenance

RSP Reference: 6.2

Recommendation #42 At key locations (such as trail heads or other areas determined by the Township) within the trail system, efforts should be made to integrate comforts and ease of access through the provision of park and interpretive signage and brochure boxes, benches, trail distance markers, lighting, parking, washrooms and rest areas.

Timing: Ongoing

Resource Implications: Design and maintenance costs, some of which may be shared with local trail stewardship organizations

RSP Section Reference: 6.2