

Recreation Services Framework

Building a Connected, Inclusive,
and Sustainable Recreation System

Town of Riverview



LAND ACKNOWLEDGEMENT

Riverview is located within the traditional, unceded territory of the Mi'kmaq Peoples.

This territory is covered by the "Treaties of Peace and Friendship" which the Wabanaki People first signed with the British Crown in 1725. The treaties did not deal with the surrender of lands and resources but in fact recognized the Wabanaki title and established the rules for what was to be an ongoing relationship between nations.

We affirm our commitment and responsibility in improving relationships between nations, and to improving our own understanding of local Indigenous Peoples and their cultures.



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Executive Summary

Overview of the Recreation System

The Recreation Services Framework (RSF) provides long-term direction for how Riverview will plan, deliver, and sustain recreation over the next 10 to 15 years. It establishes a coordinated approach to aligning infrastructure, programs, and partnerships to strengthen community wellbeing and long-term sustainability.

Riverview's recreation asset network consists of parks, trails, facilities, programs, and community spaces that enable everyday activity. As a defining strength, it supports quality of life, identity, and Riverview's small-town character.

Outdoor assets, including parks, trails, and natural areas such as the Mill Creek Nature Park, play a central role in supporting informal and accessible recreation. These are complemented by indoor facilities and spaces that enable structured programming, events, and social interaction. Together, these elements enable participation across all life stages.

As a residential community, Riverview focuses on local, everyday recreation while leveraging regional facilities for specialized needs. This positions the Town to provide opportunities without duplicating major infrastructure.

The development of the Riverview Recreation Complex (RRC), combined with changing population needs and participation patterns, represents a significant shift in how recreation is delivered. The Recreation Complex will function as the Town's primary indoor hub, centralizing high-demand services and enabling the broader system to shift toward neighbourhood-based and flexible recreation.

This transition requires the Town to realign service delivery, strengthen partnerships, and align investment with long-term operating capacity to ensure sustainability.

Key Findings

Key findings from community input, service analysis, and sector trends include: Recreation is highly valued by residents and is viewed as an essential part of daily life. Parks, trails, and accessible public spaces are consistently identified as some of Riverview's most important community assets.

Participation patterns are shifting. Residents are increasingly seeking unstructured and low-barrier recreation opportunities that can be accessed on their own schedules.

The Town's population is changing. While demand for youth and family programming remains strong, there is significant growth in older adult populations. This requires an approach that supports participation across all life stages, with greater emphasis on accessibility, wellness, and social connection.

Accessibility and inclusion remain barriers to participation. Challenges extend beyond physical access to include affordability, communication, awareness, and transportation.

Infrastructure is both a strength and a pressure. While the Town has a well-developed network of recreation assets, many facilities are at later stages of their lifecycle and are not fully aligned with evolving needs.

Current service delivery models are not sustainable. Reliance on municipal delivery, combined with limited staff capacity, will constrain future growth without change.

Long-term sustainability will require clearer alignment between service levels, funding, and operating capacity. This includes prioritizing services and making deliberate decisions about where subsidy is applied.

Strategic Directions

The Recreation Services Framework establishes five strategic directions that guide how Riverview's recreation system will evolve over the next 10 to 15 years:

1. Plan and sustain connected recreation assets by strengthening links between parks, trails, facilities, and neighbourhoods, and aligning infrastructure investment with long-term sustainability.
2. Deliver inclusive, accessible, and life-stage responsive recreation by embedding accessibility into programs, spaces, and communication.
3. Expand flexible and everyday recreation opportunities by increasing drop-in access, enhancing outdoor amenities, and supporting self-directed participation.
4. Modernize partnerships and evolve service delivery by shifting toward shared and community-led models, reducing reliance on direct municipal delivery.
5. Strengthen financial sustainability and organizational capacity by aligning service levels with available resources, improving cost recovery approaches, and integrating capital and operating considerations.

Priority Actions (First 2–3 Years)

Initial implementation focuses on establishing core infrastructure and service delivery changes.

- The completion and activation of the Riverview Recreation Complex is the most significant short-term priority. This includes transitioning services, establishing programming models, and ensuring strong community awareness and access.
- B. Service delivery will shift toward flexible programming, reduced direct event delivery, and expanded partnership models to increase capacity without increasing municipal resources.
- A Rental Rate and Fee Realignment Strategy will be introduced to improve consistency, transparency, and alignment between cost recovery and community benefit, while maintaining affordability.
- Initial accessibility improvements will be implemented through the development of standards and

- early facility and program adjustments.
- Facility transition will begin, including consolidation of administrative functions and repositioning or decommissioning aging assets to better respond to future needs.
- Communication and outreach will be strengthened to improve awareness of recreation opportunities and to increase participation.

These actions establish the foundation for a more coordinated, sustainable, and partnership-driven recreation system.

01.

Introduction and Purpose



1.1 Purpose, Scope, and Planning Horizon

The Recreation Services Framework (RSF) provides long-term direction for how Riverview will plan, deliver, and sustain recreation services over the next 10 to 15 years. It shifts recreation from a collection of programs and facilities to an integrated system that supports community wellbeing and long-term municipal sustainability. This approach ensures that infrastructure, programs, and services are planned together to improve efficiency and long-term viability.

The RSF covers the full range of municipal recreation services and assets, including indoor facilities such as arenas, pools, and halls, as well as outdoor infrastructure including parks, trails, fields, and natural areas. It also considers the broader recreation environment, including partnerships with community organizations, regional service relationships, and informal recreation opportunities.

Recreation infrastructure, services, and community needs evolve over time and require coordinated, long-term planning. This framework provides a consistent approach to prioritizing investments, aligning service delivery, and responding to emerging needs.

Riverview operates within a regional context where residents regularly access recreation opportunities across municipal boundaries. Not all services will be delivered locally; Riverview will prioritize community-based recreation while relying on regional facilities for specialized needs. This reduces duplication and focuses investment on local priorities. The RSF defines where the Town will lead, partner, or enable service delivery.

1.2 How the Framework Will Be Used

The RSF is a practical decision-making tool that will guide capital, operational, and partnership decisions across the organization. Council and administration will use it to guide capital investment, inform operational planning, budget development, and evaluate future opportunities.

The framework establishes a structured approach for assessing projects, programs, and partnerships. It defines clear strategic directions and guiding principles that apply to infrastructure renewal, service expansion, program delivery, and community collaboration. It supports alignment with broader municipal priorities such as asset management, climate resilience, accessibility, and community development. This ensures consistent decision-making across departments and over time.

The RSF remains adaptable. It sets direction without prescribing all actions, allowing the Town to respond to emerging opportunities while maintaining clear priorities.

1.3 Recreation in Riverview

The Town's recreation assets include parks, trails, facilities, and community spaces. Outdoor assets form a strong foundation, complemented by indoor facilities that deliver programs and events.

Recreation contributes to broader municipal priorities. Parks and trails contribute to active transportation and access to outdoor spaces, while facilities enable programming and community use. These elements contribute to overall livability and support residents in staying active and connected.

Within a regional context, Riverview focuses on delivering high-quality, community-based recreation, while residents continue to access specialized amenities in neighbouring municipalities. This approach provides accessible, everyday recreation at the local level while avoiding duplication of major infrastructure.

02.

Community Context

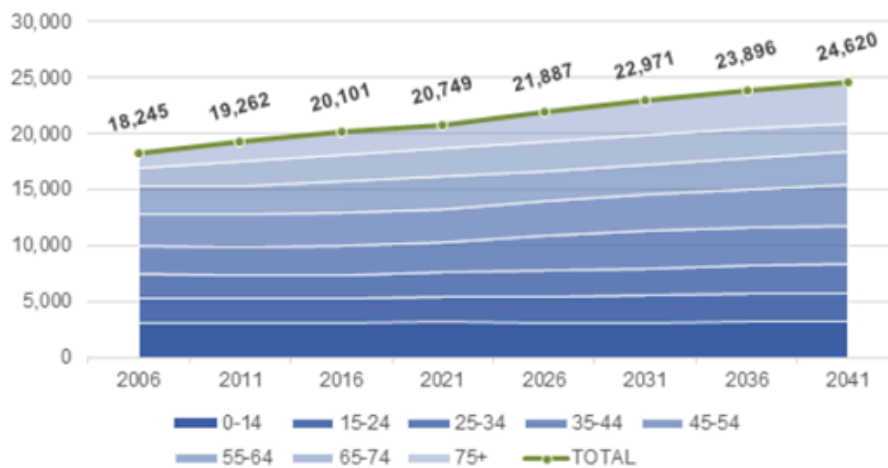


2.1 Population Growth and Demographics

Based on Riverview's Housing Needs

Assessment, the Town's population is expected to grow from approximately 20,584 residents in 2021 to 24,619 by 2041, representing steady growth of about 18.6%. This growth positions Riverview as a stable residential community rather than a rapidly expanding urban centre. Growth is increasingly driven by migration, bringing a wider range of cultural backgrounds, recreation preferences, and expectations for public services.

Recreation services must remain responsive while maintaining core programs and spaces. The Town should maintain strong foundational services while ensuring facilities, programs, and public spaces evolve alongside a growing and more diverse population. This positions the Town to prioritize targeted, sustainable investment that matches local needs rather than large-scale expansion. As the Town's population becomes more diverse, recreation will also play a role in supporting integration, connection, and a shared sense of community.



Cohort	2006	2011	2016	2021	2026	2031	2036	2041
0-14	3,110	3,030	3,057	3,156	3,064	3,072	3,142	3,241
15-24	2,207	2,249	2,183	2,253	2,381	2,545	2,539	2,484
25-34	2,108	1,998	2,085	2,153	2,357	2,372	2,491	2,626
35-44	2,623	2,520	2,696	2,783	3,076	3,271	3,394	3,418
45-54	2,737	2,890	2,847	2,939	3,081	3,263	3,497	3,598
55-64	2,444	2,475	2,803	2,894	2,731	2,621	2,733	2,901
65-74	1,626	2,181	2,481	2,561	2,642	2,743	2,605	2,491
75+	1,390	1,819	1,949	2,011	2,555	3,085	3,495	3,760
TOTAL	18,245	19,262	20,101	20,749	21,887	22,971	23,896	24,620
% change		5.6%	4.4%	3.2%	5.5%	5.0%	4.0%	3.0%
Proportions by Age								
0-14	17.0%	15.7%	15.2%	15.2%	14.0%	13.4%	13.1%	13.2%
15-64	66.4%	63.5%	62.8%	62.8%	62.3%	61.3%	61.3%	61.4%
65+	16.5%	20.8%	22.0%	22.0%	23.7%	25.4%	25.5%	25.4%

Source: Census of Canada 2006 to 2021, Stantec predictions 2026 to 2041

Did You Know?

- Between 2016 and 2021, Riverview grew by approximately 3%, compared to over 10% in Moncton and Dieppe.
- Moncton and Dieppe are projected to continue growing at a significantly faster rate through 2041.
- These trends highlight the faster pace of growth in neighbouring municipalities, while Riverview's growth remains more moderate and predictable.
- This creates a different planning challenge: rather than keeping pace with regional growth through expansion, Riverview must focus on disciplined, targeted investment that responds to local needs and long-term sustainability.

2.2 Riverview as a Residential Community

Riverview functions primarily as a residential community within the Greater Moncton Area (GMA). Many residents commute to neighbouring municipalities, and daily life is centred around neighbourhoods, schools, local businesses, and nearby amenities.

Residents rely on recreation opportunities that are convenient, accessible, and integrated into daily routines rather than destination-based facilities. Neighbourhood parks, trails, and local-scale facilities play a central role in supporting everyday activity and overall livability.

As the population grows by nearly 4,000 residents over the planning horizon, demand for close-to-home recreation will increase. The Town should maintain a well-distributed network of recreation spaces to meet this demand.

2.3 Age Distribution and Life-Stage Needs

Riverview's population reflects both a strong family base and significant demographic aging. The 0–14 population is expected to remain stable at just over 3,200 residents, maintaining demand for child and youth-focused programs such as swim lessons, day programs, and introductory sport.

At the same time, older adult populations are growing rapidly. Residents aged 65 and older are projected to increase by approximately 37% by 2041, with the 75+ population nearly doubling.

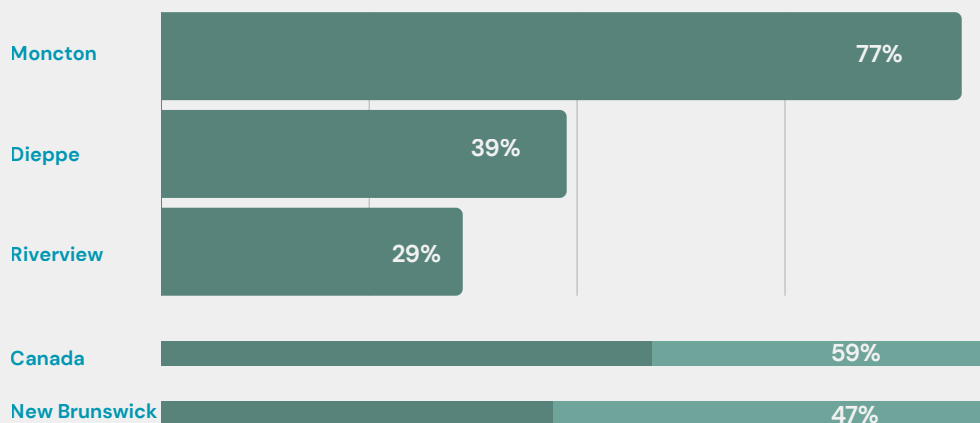
Did You Know?

- Riverview's median age is approximately 46.8, compared to 40.8 in both Moncton and Dieppe, making it one of the older communities in the region.
- Across Canada, nearly 1 in 5 residents is already over age 65, increasing to approximately 1 in 4 by 2035.
- Many older adults do not meet recommended physical activity levels, reinforcing the importance of low-impact, accessible recreation opportunities.

By 2041, nearly one in four residents will be over age 65. This will influence facility design, programming, and accessibility standards.

Facilities and programs are seeing participation across all life stages, with increased focus on aging populations. Participation patterns are shifting toward wellness, social, and low-impact activities as residents age, while continued growth in the 35–54 age group sustains demand for family-oriented recreation. Youth and family recreation will remain a core component of the system alongside growing demand for adult and older adult programming.

Share of workforce that works in the municipality they live



*Excluding those that work from home or no fixed address.

Source: Statistic Canada Census 2021

2.4 Accessibility and Inclusion Context

Accessibility and inclusion are central to recreation planning. Provincial data indicates that more than one-third of New Brunswick residents aged 15 and older live with a disability, and this proportion continues to grow. Many experience barriers when visiting public spaces and services.

Accessibility must be embedded as a core planning principle. This requires considering the full user experience, from arrival to participation, across both indoor and outdoor environments.

Internal audits indicate that barriers extend beyond physical design. Challenges include communication, awareness, transportation, and affordability. Individuals without a vehicle, those requiring support persons, and those facing financial constraints may experience additional barriers. Difficulty navigating available services can also limit participation.

This requires system-wide changes to facility design, program delivery, communication, and staff training. As aging population trends continue, accessibility will play an increasingly important role in how residents experience recreation services.

2.5 Participation Patterns and Lifestyle Trends

Recreation participation patterns in Riverview reflect broader national trends. Organized sport and structured programs remain important, but demand for flexible and informal recreation is increasing.

Residents continue to prioritize activities such as walking, cycling, fitness, and time in nature. Parks, trails, and outdoor spaces play a key role in supporting these activities and contribute significantly to quality of life.

Riverview's residential and commuter context reinforces the need for flexibility. Many residents prefer recreation opportunities that fit their schedules rather than fixed program times. The Town must continue to support drop-in opportunities, evening and weekend programming, and accessible outdoor spaces.

Programs and events remain important for activating spaces and encouraging participation. They create entry points for residents and create a sense of belonging.

Proximity is also a key factor. Residents are more likely to use amenities that are close to home and easy to access, particularly for everyday activities.

Did You Know?

- More than 35% of New Brunswick residents aged 15+ live with a disability, with rates increasing significantly with age. Nearly half of residents aged 65+ are affected.
- Approximately 7 in 10 people with a disability experience at least one barrier each year when accessing services or public spaces.
- Common barriers include physical access, communication and wayfinding challenges, and limited awareness of available services.
- Transportation and affordability can further limit participation.

03.

Recreation System Context



3.1 Municipal Role and Service Delivery

Municipalities typically deliver recreation services through a combination of roles: provider, partner, and enabler.

In Riverview, recreation services are delivered through a combination of direct municipal delivery and partnerships with community organizations, user groups, and third-party providers.

The Town operates core facilities and delivers programs to ensure consistent and equitable access to recreation opportunities. It also collaborates with schools, and regional partners to expand programming and optimize the use of shared spaces. In addition, the Town strengthens community-led recreation through providing facilities, permitting, coordination, and targeted support.

This blended model allows the Town to maintain strong core services while expanding opportunities through partnerships and community capacity.

3.2 Events and Community Activation

Events and festivals are a key component of Riverview's recreation system and contribute to connection, identity, and vibrancy. The Town delivers and supports a range of events throughout the year, contributing to social interaction, cultural expression, and shared community experiences.

Event delivery includes direct municipal delivery, partnerships, and assistance with community-led events. This reflects a combination of provider, partner, and enabler roles.

Events require significant and increasing staff coordination and operational resources. They must reflect community priorities, avoid duplication with regional offerings, and provide meaningful value to residents.

Moving forward, there is an opportunity for the Town to evolve its event approach by focusing on high-impact initiatives, creating partnerships, and supporting more community-led events. This will help sustain a vibrant event calendar while keeping delivery aligned with available resources and long-term service goals.

3.3 Community Event Ecosystem

Riverview supports a highly active and diverse event ecosystem that extends beyond municipally delivered programming. In addition to Town-led events, over 100 community-led and third-party events occur annually across municipal facilities, trails, parks, and public spaces.



These events span sport tournaments, cultural celebrations, community fundraisers, school and youth activities, and markets or social gatherings. They take place across arenas, halls, parks, sports fields, riverfront areas, and neighbourhood spaces, demonstrating the role of recreation infrastructure as a platform for community use.

Event activity is sustained throughout the year, with indoor events in winter, increased cultural and school-based activity in spring, peak outdoor use in summer, and continued sport and community events through fall and the holiday season.

A wide range of organizations contribute, including sport groups, cultural associations, schools, non-profits, and community organizations, as well as regional users. This reflects strong local capacity to lead and deliver events.

This level of activity highlights the role of municipal spaces as enabling platforms and reinforces the opportunity for the Town to focus on supporting community-led delivery while managing coordination and staff capacity.

3.4 Facilities, Parks, and Assets

Riverview's recreation system is supported by a diverse mix of indoor and outdoor assets.

Indoor facilities include:

- 2 arenas
- 2 aquatic facilities (1 indoor, 1 outdoor)
- 1 indoor skatepark
- 1 youth centre
- 4 multi-purpose or community spaces
- 4 boardrooms
- 6 gymnasias (school-owned)

Outdoor assets include:

- 23 playgrounds (4 school-owned)
- 29 km of trails and active transportation routes
- 18 sports fields (7 baseball, 7 rectangular, 1 cricket, 3 multi-purpose)
- 17 courts (6 tennis, 2 pickleball, 9 multi-purpose)
- 1 community garden
- 1.5 acres of decorative planting
- 1 splash pad
- 2 outdoor skating rinks
- 2 disc golf courses

- 2 off-leash dog parks (1 for small dogs, 1 for large dogs)
- Various specialty items (beach volleyball, sledding hill, pump tracks)
- 675 hectares of greenspace (32ha per 1,000 residents)

The Mill Creek Nature Park, spanning over 343 hectares, is a significant component of the Town's natural assets and delivers year-round use.

Together, these assets form a layered system. Larger facilities support structured programming and some regional use, while parks, trails, and neighbourhood spaces provide everyday recreation opportunities.

The Town manages more than 150 recreation assets across seven categories, each with varying conditions and service requirements. This requires coordinated asset management, reinvestment prioritization, and alignment of facilities to service delivery.



Riverview's Current Supply and Future Demand Relative to Benchmarks and Regional Quantities

Asset	Benchmark (1 per X residents)	Regional (Current Supply)	Riverview (Current Supply)	Riverview 2041 (Future Demand)	Guidance	Notes
Indoor Assets						
Arenas	12000	14.0	2.0	2.1	Maintain	reassess threshold
Pool (Indoor)	36000	4.0	1.0	0.7	Maintain	RRC to replace PCM Aquatic Centre
Skatepark (Indoor)	120000	1.0	1.0	0.2	Limit	addresses regional demand, lower utilization other comparables
Youth Centre	unknown	4.0	1.0	1.0	Maintain	well-supported nationally
Community Halls	17000	12.0	3.0	1.4	Maintain	demand-based; consider replacement of aging Halls
Gymnasias	11000	24.0	6.0	2.2	Maintain	demand-based
Field House	30000	1.0	0.0	0.8	Expand	RRC to address this demand
Squash Courts	25000	6.0	0.0	1.0	Limit	support regional amenities
Curling Sheets	20000	10.0	0.0	1.2	Limit	support regional amenities
Walking Track	40000	4.0	0.0	0.6	Expand	RRC to address this demand
Pickleball Courts (indoor)	8000	16.0	3.0	3.1	Maintain	demand-based; monitor regional approach
Outdoor Assets						
Parks and Playgrounds	9000	?	23.0	27.0	Maintain	focus on access within 400m
Pool (Outdoor)	25000	3.0	1.0	1.0	Maintain	monitor utilization
Baseball	5000	39.0	7.0	4.9	Maintain	demand-based, subject to review
Soccer/Football	7000	22.0	7.0	3.5	Maintain	demand-based, subject to review
Cricket	70000	2.0	1.0	0.4	Maintain	well-utilized; monitor regional approach
Artificial Turf	30000	5.0	0.0	0.8	Limit	explore feasibility, business case
Multi-Purpose Fields	7000	13.0	3.0	3.5	Maintain	review use regularly
Tennis	7000	37.0	6.0	3.5	Limit	monitor utilization
Courts	4000	46.0	9.0	6.2	Limit	monitor utilization
Pickleball (Outdoor)	8000	23.0	2.0	3.1	Expand	well-supported nationally
Community Garden	10000	?	1.0	2.5	Expand	placement in high-density areas
Splashpads	7000	23.0	1.0	3.5	Expand	ensure equitable distribution
Outdoor Skating Rink	6000	23.0	3.0	4.1	Expand	ensure equitable distribution
Disc Golf	70000	3.0	2.0	0.4	Maintain	monitor utilization
Dog Parks	30000	3.0	1.0	0.8	Maintain	local demand drives quantity vs. benchmark (ie. Halifax - Q33)
Beach Volleyball	20000	2.0	2.0	1.2	Maintain	monitor utilization
Skatepark (Outdoor)	50000	4.0	0.0	0.5	Expand	RRC to address this demand
Outdoor Adventure	50000	4.0	3.0	0.5	Limit	consider functional enhancement to existing
Outdoor Track	45000	3.0	0.0	0.5	Limit	assess demand/feasibility
Parkland / Natural Areas	unknown	?	675ha	675ha	Maintain	32ha/1,000 residents. Variable ranges: Kelowna (9), Halifax (13), Fredericton (31)

3.5 Asset Provision and Benchmark Context

To support long-term planning, Riverview's recreation assets were reviewed against regional supply levels, population-based benchmarks, and projected 2041 demand. This analysis provides a comparative lens to assess how current provision aligns with both local needs and broader municipal practices.

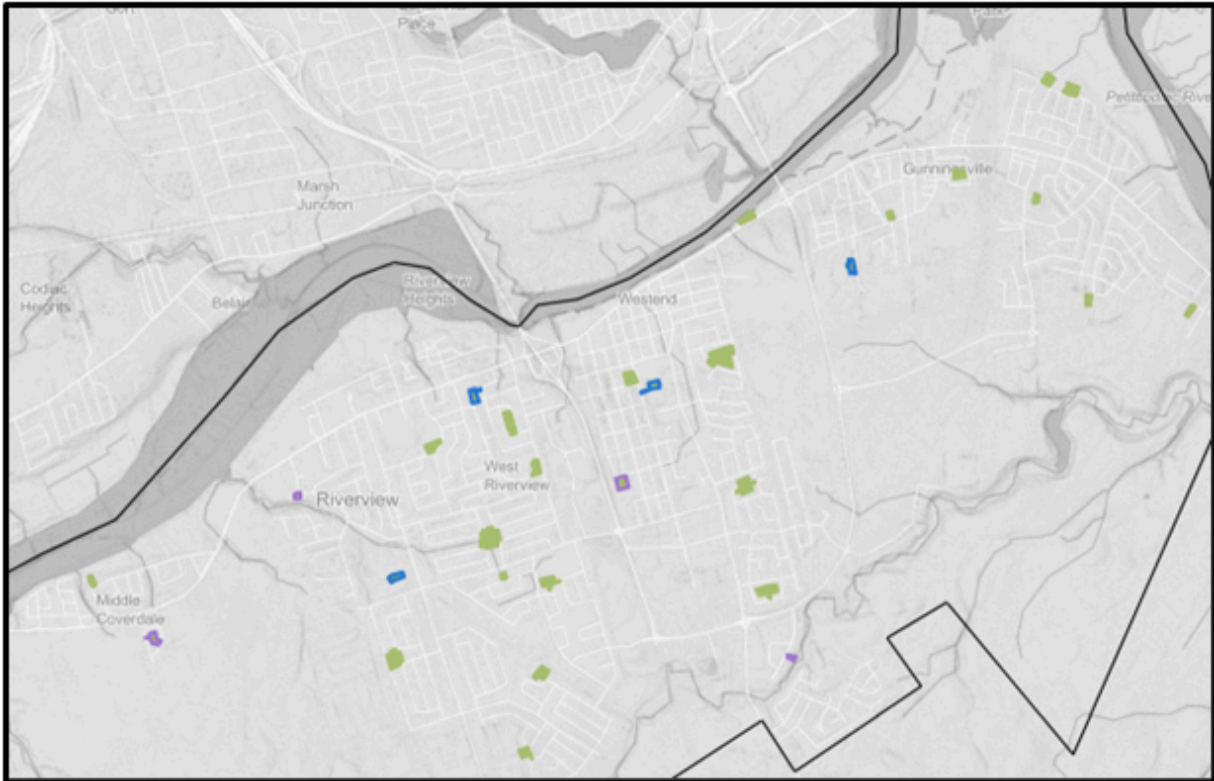
Overall, Riverview's asset mix is generally aligned with projected demand, with most core facilities and amenities identified for maintenance rather than expansion. This reflects a system that is largely established and functioning, with targeted gaps rather than widespread deficiencies.

Key areas of future alignment include indoor multi-use space, walking track access, and select outdoor amenities such as pickleball, splash pads, and skating rinks. These reflect evolving participation patterns and increasing demand for flexible, informal, and year-round recreation opportunities.

At the same time, several asset types exceed or closely match projected needs and will require ongoing monitoring to ensure efficient use. In these areas, future investment should be guided by utilization, condition, and system fit rather than population-based expansion.

This analysis reinforces the importance of a targeted and demand-based approach to infrastructure planning. Rather than broad system growth, Riverview's focus will be on optimizing existing assets, addressing specific gaps, and aligning future investment with long-term sustainability and community needs.

Distribution of Playgrounds in Riverview



Green - Town-owned Blue - School-owned Purple - Future

Distribution of Town-owned or Managed Greenspaces



	Built	Condition	Required Capital	Revenues	Expenses	Recovery
Coverdale Centre	1955	fair to good	\$ 2,115,000	\$ 141,000	\$ 255,194	55%
Byron Dobson Memorial Arena	1971, 1982	good	\$ 1,940,000	\$ 385,000	\$ 803,125	48%
PCM Aquatic Centre	1979	poor to fair	to be replaced	\$ 423,000	\$ 728,108	58%
Lion Ken Gabbey Outdoor Pool	1968	good	\$ 85,000	\$ 47,000	\$ 172,597	27%
Indoor Skatepark & Youth Centre	1979	poor to fair	\$ 3,230,000	\$ 25,000	\$ 248,239	10%
Riverview Community Hall				\$ 82,000	\$ 42,551	193%
Fields/Gymnasia	not available			\$ 33,000	\$ 160,008	21%
Biggs Drive Admin Building	1994	fair	\$ 525,000	\$ 500	\$ 41,250	1%
Fitness Studio				\$ 70,500	\$ 90,474	78%

3.6 Financial and Operational Context

Riverview’s recreation system operates within a framework that balances service delivery, affordability, and long-term sustainability.

Recreation services are funded through a combination of user fees and municipal subsidy supported by property tax revenue. In 2025, recreation generated approximately \$1.06 million in annual revenue against \$5.63 million in operating costs, resulting in an overall cost recovery rate of approximately 19%.

Facility maintenance accounts for over \$1.05 million of these annual costs, representing a significant and increasing portion of the Town’s recreation operating expenditures. The system relies on municipal subsidy to sustain core recreation services.

Financial performance varies significantly by facility and service type, as illustrated in the table below. Major facilities such as arenas and aquatic services operate with substantial subsidy requirements, while smaller or specialized spaces show a wide range of cost recovery outcomes, including both high-recovery and low-recovery services.

Capital requirements also vary across assets. Several facilities require significant reinvestment, reflecting aging infrastructure and increasing lifecycle pressures.

The Town’s fee structure is generally low relative to regional benchmarks, supporting affordability while increasing reliance on municipal funding.

Service delivery is supported by a mix of full-time and part-time or seasonal staff.

Current staffing includes:

- approximately 35 full-time employees
- 110 part-time employees, contributing over 42,000 hours annually

Staffing pressures are most evident in specialized service areas and contribute to constraints in service delivery and expansion.

These factors highlight the importance of matching service levels with financial capacity. Not all recreation services are intended to achieve full cost recovery, but they must be supported within a balanced and sustainable municipal model.

3.7 Strengths and Gaps

Key strengths:

- a diverse and well-established mix of recreation opportunities
- an extensive network of facilities, parks, and trails
- strong outdoor assets that deliver regular access and contribute to Riverview’s identity as a community that values nature
- recreation services that are widely used
- strong partnerships with community organizations and user groups
- a collaborative approach to service delivery

Gaps and pressures:

- some assets are not fully consistent with current and future service needs
- increasing infrastructure renewal requirements
- aging infrastructure is limiting service flexibility and increasing operating costs
- staffing capacity continues to affect how services can be delivered and expanded
- awareness of programs and services

Overall, the Town’s recreation system is strong, but it is entering a period of transition where the Town will need to align assets, services, and resources with changing needs while maintaining the qualities that define Riverview’s character.

04.

What We Learned



4.1 Community Assessments

Community and stakeholder input confirms that recreation is highly valued in Riverview and plays an important role in daily life. Residents consistently identify recreation as a contributor to health, social connection, and overall quality of life. Parks, trails, and recreational spaces are widely viewed as defining features of the community.

Participation is driven by proximity and ease of access. Residents are more likely to participate when opportunities are close to home and clearly communicated. Everyday amenities such as neighbourhood playgrounds, rinks, and trails facilitate routine and spontaneous use. Awareness remains a barrier to participation, even where services are available.

Affordability continues to influence participation. While many residents are willing to pay for services, cost can be a limiting factor for some groups. The Town must maintain accessible pricing while ensuring a sustainable approach to subsidies.

Participation preferences are evolving toward more self-directed use. Older adults represent a growing and active user group, while demand for youth and family programming remains strong.

4.2 Regional Context

Riverview operates within an interconnected regional recreation system that includes Moncton, Dieppe, and surrounding communities. Residents regularly access services across municipal boundaries, particularly for larger or specialized facilities. Examples include artificial fields, concert venues, coliseums, wellness studios, curling rinks, and gymnastics and dance spaces.

Municipal roles within the region are complementary. Moncton functions as a regional hub, while Dieppe continues to expand community-focused infrastructure. Regional planning efforts support coordination and shared understanding of needs.

This context shapes how municipalities plan and invest. Riverview is positioned to focus on high-quality, community-based recreation that supports everyday use, while leveraging regional infrastructure for specialized needs. The Riverview Recreation Complex reflects this approach, addressing identified gaps in aquatic and fieldhouse spaces while reinforcing the Town's role within the regional system.

Regional coordination remains an important factor in infrastructure planning, program development, and service delivery.

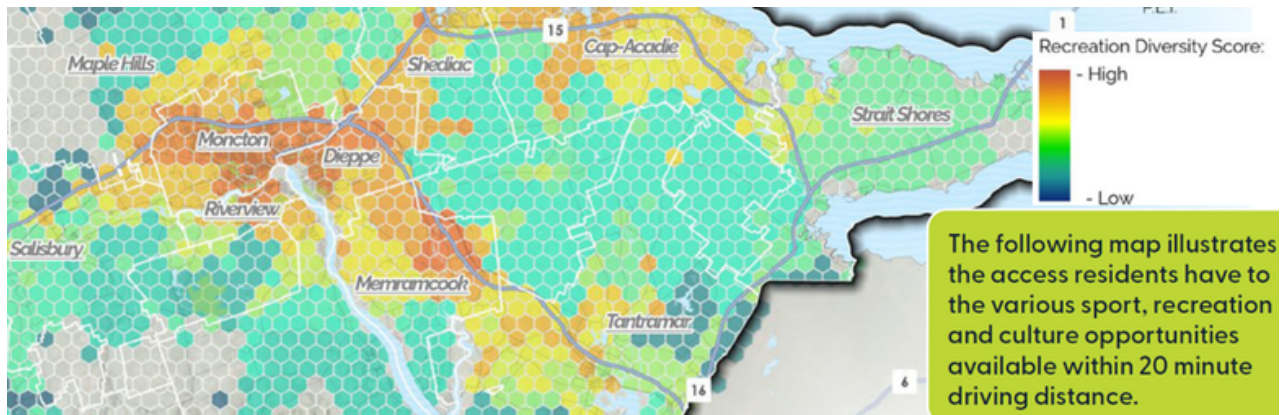


Overview of Local Planning Approaches and Actions

Moncton	Dieppe
High-Level Direction	
<p>Moncton is positioning itself as the primary regional recreation and event hub, focusing on maximizing existing assets, improving accessibility, and developing flexible, multi-purpose facilities.</p>	<p>Dieppe is focused on expanding recreation infrastructure and services to meet population growth while strengthening community programming and neighbourhood amenities.</p>
Key Strategic Themes	
<ul style="list-style-type: none"> • Regional leadership in recreation and sport • Multi-use, adaptable facilities • Inclusive and equitable access • Integration with tourism and economic development • Active transportation and trail connectivity • System optimization before expansion 	<ul style="list-style-type: none"> • Expansion to meet growth • Strong community partnerships • Improved communication and access • Increased focus on everyday recreation • Inclusive and age-friendly services • Recreation as part of community identity
Major Actions Identified	
<ul style="list-style-type: none"> • Explore new or replacement regional aquatic facility • Reposition and optimize Coliseum complex • Expand multi-use recreation spaces • Improve trail and cycling networks • Enhance program accessibility • Improve booking systems and communication • Strengthen regional collaboration • Optimize facility utilization 	<ul style="list-style-type: none"> • Plan for additional gymnasias • Expand aquatic and sports centre • Develop cricket and pickleball facilities • Add a second splash pad • Develop new parks in growth areas • Increase courts and fields • Enhance park amenities • Expand trail connectivity • Implement centralized information systems • Strengthen partnerships and funding supports

Regional Recreation Access Mapping

Source: Southeast Region Sport, Recreation, And Cultural Infrastructure Needs Assessment (2025)



4.3 Recreation Sector Trends

Recreation planning is evolving across national, provincial, and municipal levels, with consistent trends emerging across comparable municipalities and sector guidance.

How People Participate

Participation patterns are shifting toward more unstructured recreation offerings. Across jurisdictions, there is declining participation in traditional organized sport alongside increased demand for walking, cycling, fitness, and informal recreation.

Outdoor and nature-based recreation continues to grow in importance. Parks, trails, and natural areas are widely used for everyday activity and are increasingly valued for their accessibility, low cost, and year-round use.

Demographic trends are also influencing participation. Aging populations are driving demand for low-impact, wellness, and socially oriented activities, while youth participation is shifting toward informal, drop-in, and social recreation rather than structured programming alone.

Municipalities are also responding to increased demand for lower-barrier amenities such as splash pads, dog parks, skateparks, outdoor gathering spaces, and other informal recreation areas. These amenities support frequent, spontaneous use across a broad range of users.

How We Build

Recreation infrastructure planning is shifting toward multi-use and adaptable facilities. Municipalities are prioritizing spaces that can accommodate multiple activities, age groups, and program types within a single footprint, improving both utilization and operational efficiency.

There is also a strong emphasis on planning recreation as connected systems. Parks, trails, facilities, and neighbourhood spaces are increasingly designed as integrated networks that support daily access.

At the same time, infrastructure renewal is a growing priority. Many municipal recreation assets are 20 to 50+ years old, with increasing maintenance requirements, accessibility limitations, and operating pressures.

This is driving a greater focus on lifecycle planning, reinvestment, and evaluating operating impacts before advancing new capital projects.

Environmental sustainability and climate resilience are also becoming standard considerations in recreation infrastructure planning, including naturalized design, protection of green space, and integration with broader environmental objectives.

How We Deliver

Service delivery models are evolving toward mixed approaches that combine municipal delivery with partnerships, shared use agreements, and community-led programming. This reflects both capacity constraints and the recognition that recreation systems extend beyond direct services.

There is also a growing emphasis on reducing barriers to participation. Municipalities are addressing accessibility, affordability, communication, transportation, and through coordinated approaches that include facility design, programming, and outreach.

Programming and activation remain critical to successful recreation systems. Facilities and spaces alone do not drive participation; programming, events, and community-led activities play a key role in encouraging use and building resident connection.

How We Plan and Decide

Recreation is increasingly being positioned as essential infrastructure that fosters health, social connection, and overall community wellbeing. This broader framing is influencing how municipalities prioritize and fund recreation services.

Planning approaches are becoming more data-driven and performance-oriented. Municipalities are using participation data, utilization rates, demographic analysis, and benchmarking to guide investment decisions and improve accountability.

There is also greater emphasis on regional coordination and awareness. Municipalities are planning within broader regional contexts, recognizing that residents use services across boundaries and that not all infrastructure needs to be provided locally.

4.4 Needs and Opportunities

Building on community input, system analysis, and sector trends, the following needs and opportunities define where Riverview's recreation services must evolve.

Infrastructure and Assets

A primary need is to better align infrastructure with evolving participation patterns, particularly by increasing multi-purpose and informal recreation spaces. Current assets do not fully reflect growing demand for amenities such as walking tracks, splash pads, pickleball courts, and adaptable indoor and outdoor spaces that enhance self-directed use.

Infrastructure renewal is a critical priority, as aging assets are entering more maintenance-intensive lifecycle stages. Continued investment and lifecycle-based planning are required to maintain service levels and manage long-term costs.

There is also an opportunity to increase connectivity, access, and year-round use of outdoor spaces. These assets are already widely used and can further support programming, events and active transportation through targeted improvements.

Service Delivery and Access

Accessibility requires a coordinated, system-wide approach across facilities, programs, and communication. Addressing barriers related to access, awareness, and affordability will be critical to improving participation across all user groups.

Expanding flexible and self-directed recreation opportunities will better align services with how residents choose to participate. Increasing drop-in access, informal programming, and open-use spaces will support more consistent and inclusive use of the system.

Strengthening partnerships and community capacity will expand programming and increase resilience without proportional increases in municipal delivery. Enabling community-led recreation will be key to meeting demand while managing resources.

Riverview supports a high volume of community-led and third-party events, with over 100 events occurring annually across municipal spaces. This demonstrates strong local capacity and interest in delivering events. It also highlights an opportunity to shift the Town's role from direct delivery toward enabling and supporting community-led initiatives. As event activity continues to grow, this shift will be important to manage staff capacity, improve coordination, and maintain a sustainable approach to event delivery.

Sustainability and Capacity

Financial sustainability requires clearer alignment between service levels, fees, and long-term operating capacity. Maintaining affordability while improving transparency and consistency in cost recovery will be essential.

Recreation planning can also be more directly integrated with broader municipal priorities, including land use, active transportation, climate adaptation, and community development, strengthening the overall impact of investments.

Overall, the system is performing well but requires targeted adjustments to remain aligned with future demand, available resources, and long-term sustainability. These needs and opportunities establish the foundation for the strategic directions that follow, defining where the Town must focus its efforts.

05.

Strategic Framework





VISION

Riverview's recreation system will function as a connected network of parks, trails, facilities, and community spaces that supports everyday activity, social connection, and wellbeing.

Over the next 10 to 15 years, recreation in Riverview will be defined by accessible, inclusive, and welcoming opportunities that reflect the needs of a growing and changing community. Neighbourhood parks and trail networks will continue to anchor the system, providing convenient, close-to-home opportunities for residents to be active and connected.

Recreation will be delivered through a balanced model of municipal leadership, community partnerships, and community-led initiatives, expanding opportunities while strengthening local capacity. A coordinated mix of indoor and outdoor spaces will enable participation across all ages and life stages. As a residential community within a broader regional system, Riverview will focus on delivering high-quality, local recreation that enhances quality of life, a sense of belonging, and maintains its valued small-town character.

Recreation will be planned and delivered as essential community infrastructure, aligned with long-term sustainability, responsible investment, and community priorities.

5.1 Guiding Principles

The following guiding principles establish how decisions will be made across infrastructure, programs, partnerships, and investment. They provide a consistent lens for aligning recreation services with community priorities and long-term sustainability.

1. Community Wellbeing and Quality of Life

Recreation will be planned and delivered as essential community infrastructure that supports physical health, mental wellbeing, and social connection.

Decisions will prioritize initiatives that strengthen belonging, active lifestyles, and contribute to Riverview's small-town character.

2. Inclusion and Accessibility

Recreation opportunities will be inclusive, welcoming, and accessible across all ages, abilities, backgrounds, and income levels.

The Town will reduce barriers related to physical access, affordability, communication, and program design, considering accessibility across the full user experience.

3. Connected and Community-Based

Recreation will be planned as an integrated system of parks, trails, facilities, and neighbourhood spaces.

Decisions will prioritize connectivity, proximity, and how assets function together, supporting both structured programming and everyday use.

4. Environmental and Operational Sustainability

Recreation planning will improve long-term environmental and operational sustainability through lifecycle planning, resource efficiency, and climate-conscious design.

Investments will balance service delivery with long-term viability.

5. Fiscal Responsibility and Value

Recreation services will be delivered in a financially responsible manner that maximizes community benefit while respecting municipal resources.

Decisions will consider lifecycle costs, operating impacts, and alignment with community priorities, while maintaining appropriate levels of accessibility.

6. Partnerships and Community Capacity

The Town will collaborate with organizations, schools, and regional partners to expand recreation opportunities and community capacity.

Municipal involvement will focus where it adds the greatest value, while enabling community-led delivery.

7. Flexible and High-Quality Services

Recreation services will adapt to changing community needs, participation patterns, and emerging trends.

Facilities, programs and events will prioritize flexibility, multi-use design, and continuous improvement to remain relevant and well-used.

5.2 Strategic Directions

The following strategic directions define how Riverview will plan, deliver, and sustain recreation over the next 10 to 15 years. They translate community input, demographic trends, analysis, and sector research into a clear path forward.

These directions guide investment, service delivery, and organizational focus. Together, they establish where the Town will lead, partner, and prioritize resources to support connected, inclusive, and sustainable recreation offerings.

Each direction is supported by recommended actions and measurable outcomes, providing a practical framework for implementation and accountability.



Strategic Direction 1: Plan and Sustain a Connected Recreation System

Context and Rationale

Recreation assets are at different lifecycle stages, and the introduction of the Riverview Recreation Complex (RRC) will reshape how the system functions. The Town must align facilities and outdoor spaces in a coordinated manner, while managing renewal pressures and clarifying the role of each asset.

Strategic Direction

Riverview will plan, invest in, and manage recreation as an integrated system. The Town will strengthen connections between parks, trails, facilities, and neighbourhoods, improve access, and align infrastructure with long-term sustainability and community priorities.

The RRC will function as the central indoor hub, supported by a complementary network of community-scale and neighbourhood-based spaces. Investment will prioritize lifecycle renewal, targeted upgrades, and improvements that enhance connectivity, usability, and performance.

Alignment to Guiding Principles

Supports: Connected System, Sustainability, Fiscal Responsibility, Community Wellbeing



ACTIONS

- Develop a lifecycle renewal plan to incorporate into the Town's 10-year capital plan
- Define roles of existing facilities relative to the RRC
- Expand neighbourhood connections between parks, schools, trails, and facilities
- Enhance the riverfront trail network as a primary active transportation corridor
- Continue to integrate recreation into land use and active transportation planning
- Focus park upgrades on high-use, high-impact improvements, including school sites where appropriate
- Protect and manage natural areas as part of the Town's asset management plan

Measuring Success

- Improved asset condition and reduced risk
- Increased connectivity and access
- Higher usage of parks, trails, and facilities
- Reduced reliance on reactive maintenance

Did you know?

- Residents consistently identify Riverview's parks, trails, and natural areas as some of the community's most valued assets.
- The Town's challenge is not the number of assets, but ensuring they function as a connected and sustainable system.

Strategic Direction 2: Deliver Inclusive, Accessible, and All-Ages Recreation

Context and Rationale

Riverview's population includes a strong base of families, a growing number of older adults, and increasing diversity. Barriers related to accessibility, affordability, transportation, and awareness continue to affect participation. Expectations for inclusive design and service delivery are increasing.

Strategic Direction

Riverview will deliver recreation services that are inclusive, accessible, and responsive across all life stages. Accessibility will be embedded in facilities, programs, and communication, and services will reflect the needs of youth, families, older adults, and diverse populations. The RRC will support inclusive, multi-generational programming, complemented by accessible neighbourhood-based opportunities.

Alignment to Guiding Principles

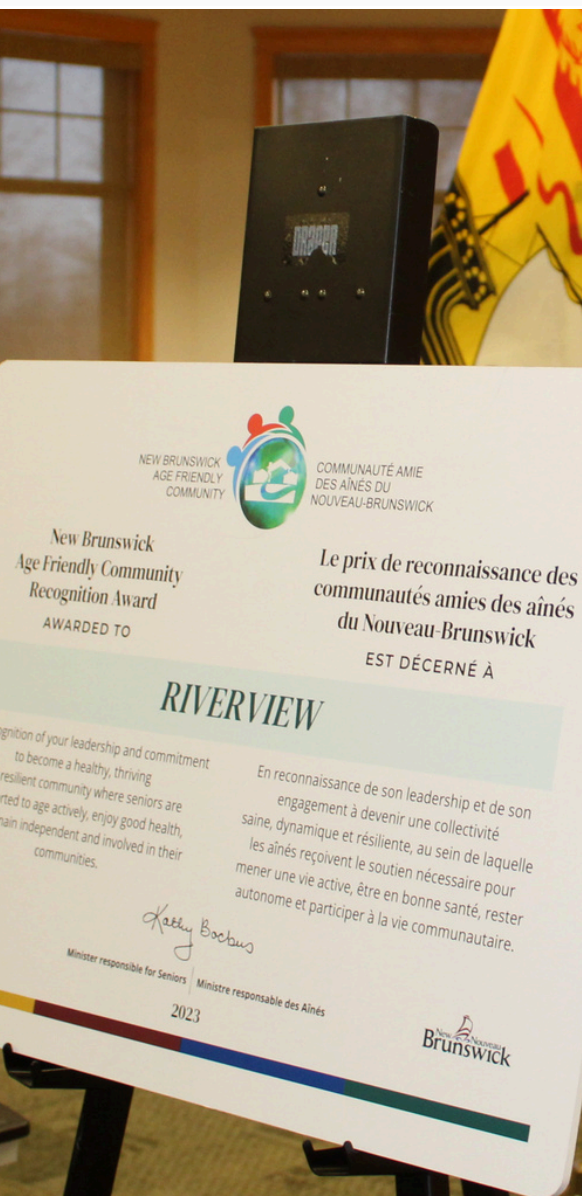
Supports: Inclusion and Accessibility, Community Wellbeing, Flexible Services

ACTIONS

- Apply accessibility findings using a full user journey process
- Establish inclusion standards
- Expand programming for older adults
- Maintain strong youth and family programming
- Improve communication and awareness of programs and services
- Strengthen affordability and fee assistance approaches
- Provide staff training on inclusive service delivery

Measuring Success

- Increased participation across diverse groups
- Reduced barriers to access
- Higher utilization by older adults and underrepresented groups
- Improved awareness and user experience



Strategic Direction 3: Expand Flexible and Everyday Recreation Opportunities

Context and Rationale

Participation is shifting toward informal recreation, influenced by busy schedules and commuter lifestyles. Parks and trails already support this demand, but indoor spaces have been more program focused. The new recreation complex creates new opportunities for flexible use.

Strategic Direction

Riverview will expand flexible, low-barrier recreation opportunities across indoor and outdoor spaces. The Town will increase access to drop-in use, informal recreation, and multi-use spaces that support self-directed participation. Parks, trails, and outdoor amenities will continue to anchor everyday recreation, while the RRC will provide indoor options that create a wide range of activities.

Alignment to Guiding Principles

Supports: Flexible Services, Community Wellbeing, Connected System



ACTIONS

- Increase drop-in and open access opportunities
- Expand informal outdoor recreation amenities
- Enhance trails, including the riverfront, for year-round use
- Align schedules with evening and weekend demand
- Design and program multi-use indoor spaces
- Activate parks and public spaces through programming
- Improve communication of information and schedules

Measuring Success

- Increased drop-in participation
- Higher utilization of parks and multi-purpose spaces
- Increased off-peak facility use
- Improved satisfaction with convenience

Strategic Direction 4: Strengthen Partnerships and Evolve Service Delivery

Context and Rationale

Current service delivery relies heavily on municipal resources, placing pressure on staff capacity. Community organizations, schools, and partners represent an opportunity to expand programming and events. Municipal practice is shifting toward shared delivery models. The scale of community-led event activity demonstrates strong local capacity and supports a shift toward partnership-based and community-led delivery models.

Strategic Direction

Riverview will expand recreation and event offerings by strengthening partnerships and supporting community-led delivery. The Town will focus direct delivery on core services while increasing its role as a partner, facilitator, and enabler. This approach will expand opportunities, increase community capacity, and reduce reliance on municipal delivery.

Alignment to Guiding Principles

Supports: Partnerships and Capacity, Fiscal Responsibility, Flexible Services



ACTIONS

- Define a clear service delivery framework (provider, partner, enabler)
- Refine Town-led events and transition selected programs and events to partners
- Develop standardized partnership agreements
- Support community-led initiatives through streamlined processes
- Expand volunteer development
- Strengthen partnerships with schools and organizations
- Develop tools to augment third-party delivery

Measuring Success

- Growth in partnership-based programs and events
- Reduced reliance on direct municipal delivery
- Increased volunteer participation
- Expanded recreation offerings

Strategic Direction 5: Strengthen Financial Sustainability and Organizational Capacity

Context and Rationale

Riverview's recreation system is supported by a mix of user fees and municipal funding, with relatively low fees increasing reliance on subsidy. The addition of the RRC will increase operating and staffing requirements. Staff capacity is also a limiting factor.

Strategic Direction

Riverview will align financial practices, staffing capacity, and service priorities to ensure long-term sustainability. The Town will maintain accessible services while improving clarity around cost recovery, subsidy, and service levels. Planning will integrate lifecycle costs, and staff resources will be focused on priority services to ensure consistent and sustainable delivery.

Alignment to Guiding Principles

Supports: Fiscal Responsibility, Sustainability, Flexible Services



ACTIONS

- Review and update fee and subsidy framework
- Adjust pricing with service levels and regional context
- Establish cost recovery targets by service area
- Integrate lifecycle and operating costs into planning
- Align services with staffing capacity
- Improve financial tracking and reporting
- Support staff development and retention
- Explore alternative funding sources

Measuring Success

- Improved alignment between costs and service levels
- Increased transparency in pricing and subsidy decisions
- Sustainable operating and capital planning
- Improved staff capacity and retention

06.

Priority Initiatives & Implementation



Priority initiatives define how the Town will implement the Recreation Services Framework through coordinated infrastructure investment, service delivery changes, and partnerships. These initiatives are consistent with the strategic directions in Section 5 and guide capital planning, operational decisions, and partnership development. Infrastructure and service delivery priorities are integrated to improve system performance, increase utilization, and support long-term sustainability.

6.1 Major Infrastructure Priorities

Infrastructure investment will focus on targeted renewal, system alignment, and high-impact projects that improve how recreation assets function together.

Recreation Complex and the Mill Creek Nature Park Hub Development

The Riverview Recreation Complex (RRC) will replace the Pat Crossman Memorial Aquatic Centre and serve as the Town's primary indoor recreation hub, supporting aquatics, fitness, indoor sport, walking, and community use.

This investment is complemented by the future Mill Creek Pavilion and outdoor all-wheels park, creating an integrated hub that brings together youth programming, environmental education, and tourism. These projects establish a central destination that links indoor and outdoor recreation and supports year-round use.

Biggs Drive Activity Site Redevelopment

The Biggs Drive Activity Site will be repositioned as a multi-use recreation hub building on existing assets, including the Byron Dobson Memorial Arena, Dobson Fields, and Harold Page Field.

Key actions:

- Introduce youth-oriented outdoor amenities and new pickleball courts
- Reconfigure tennis courts into a shared tennis and pickleball facility
- Develop a clubhouse or pavilion to support site use
- Expand the Isaac's Run Dog Park, including trails and shoreline improvements

This site will function as a secondary recreation hub supporting outdoor, youth, and community-focused activities.

Facility Transition, Renewal, and Consolidation

Riverview will align its facility network by phasing out aging, single-purpose assets, reinvesting in core facilities, and consolidating operations to improve efficiency and long-term sustainability.

Key actions:

- Phased decommissioning of the Riverview Community Hall and Indoor Skatepark
- Redistribution of programming across the RRC and other municipal spaces
- Development of a smaller, modern community facility in West Riverview
- Upgrade the Coverdale Centre to improve accessibility and functionality
- Assess decommissioning of the Biggs Drive Administration Building
- Consolidate staff functions within the RRC and Operations Centre

These actions reduce lifecycle pressures, improve operational efficiency, and better align facilities with current and future service needs.



Parks, Trails, and Natural Infrastructure

Riverview will prioritize parks and trails as core infrastructure for recreation and active transportation.

Key actions:

- Expand and enhance the riverfront trail westward to the Biggs Drive Activity Site
- Improve connections to the Mill Creek Nature Park
- Upgrade neighbourhood linkages
- Incorporate accessibility upgrades, naturalization, and placemaking elements

These investments improve connectivity, access, and year-round use.

Targeted Amenity and Neighbourhood Recreation Expansion

Investments will target high-demand amenities and walkability.

Key actions:

- Expand pickleball courts
- Develop splash pads in growth areas
- Optimize playgrounds and expand community gardens
- Implement an Outdoor Skating Rinks Program
- Pilot expanded off-leash use of neighbourhood sports fields

These initiatives improve access to recreation close to home while maintaining manageable operating requirements.

6.2 Key Service Delivery Initiatives

Service delivery will shift to respond to demand, participation patterns, and municipal capacity.

Flexible Programming and Centralized Service Delivery

The RRC and the Mill Creek Nature Park will function as the primary programming hub, supported by coordinated delivery across facilities.

Key actions:

- Expand drop-in programming across recreation services
- Align schedules with evening and weekend demand
- Design and program multi-use spaces
- Improve coordination across facilities
- Improves utilization while aligning with participation patterns.

Youth, Family, and Aquatic Program Expansion

The Town will expand programming for youth, families, and aquatic services.

Key actions:

- Expand swim lessons, day programs, and introductory programming
- Strengthen entry points into programs and progression pathways
- Redefine and centralize youth programming at the RRC and the Mill Creek Nature Park hub

Improves coordination, visibility, and participation.



Active Aging and Inclusive Programming

Programming will expand to support older adults and varied ability levels.

Key actions:

- Expand daytime and off-peak programming
- Increase access to low-impact fitness, aquatics, and social opportunities
- Deliver programs across central and neighbourhood locations
- Align programming with varying ability levels

Supports participation across life stages and improves access.

Accessibility, Affordability, and Fee Structure Modernization

The Town will implement a Rental Rate and Fee Realignment Strategy.

Key actions:

- Align fees with cost recovery, community benefit, and regional context
- Maintain affordability through targeted subsidy programs
- Embed accessibility into program design, communication, and delivery

This will guide consistent decisions on pricing, subsidy, and service levels.

Partnership, Shared Use, and Community-Led Delivery

The Town will expand partnership-based delivery.

Key actions:

- Formalize agreements with community organizations
- Expand shared-use opportunities with schools
- Support community-led programming through streamlined processes

This will shift municipal resources toward coordination and enable expanded service delivery.

Event Strategy and Community Activation

The high volume of community-led events supports a shift toward facilitation and support, allowing the Town to expand overall event activity without increasing direct delivery.

Key actions:

- Focus on a smaller number of high-impact municipal events
- Expand support for community-led and partner-delivered events
- Reallocate resources toward facilitation and promotion

This will create a more sustainable event model.

Community Engagement, Marketing, and Outreach

A coordinated communication strategy will improve awareness and participation.

Key actions:

- Enhance digital platforms
- Improve program visibility
- Deliver targeted outreach to connect residents with opportunities

Workforce, Volunteer, and Community Capacity Development

The Town will prioritize workforce sustainability and expand volunteer capacity.

Key actions:

- Expand volunteer recruitment and training
- Strengthen school partnerships
- Increase youth engagement to support program delivery

6.3 Phasing and Prioritization

Priorities are sequenced based on readiness, impact, and are coordinated with financial and staffing capacity.

<p>Short-Term Priorities (0–5 Years)</p> <p>Focus: Launch and Service Transition</p>	<ul style="list-style-type: none"> • Recreation Complex opening and service transition • Implementation of service delivery changes • Fee and event model adjustments • Expansion of drop-in programming • Initial program expansion (youth, older adults) • Accessibility improvements and standards development • Biggs Administration Building transition • Outdoor skating program rollout • Communication and awareness strategy • Establishment of partnership and shared-use framework
<p>Medium-Term Priorities (6–10 Years)</p> <p>Focus: Transition and Expansion</p>	<ul style="list-style-type: none"> • Mill Creek Pavilion and youth hub development • Coverdale Centre renewal • West Riverview community facility development • Biggs Drive Activity Site redevelopment (Phase 1) • Riverfront and trail connectivity improvements • Expansion of high-demand amenities • Growth of school partnerships and shared-use agreements • Phase-out of Community Hall and Indoor Skatepark • Implementation of accessibility standards • Continued lifecycle renewal planning
<p>Long-Term Priorities (11–15 Years)</p> <p>Focus: Optimization and Maturity</p>	<ul style="list-style-type: none"> • Full build-out of Biggs Drive Activity Site • Completion of riverfront trail network • Ongoing facility renewal and reinvestment • Mature partnership and community-led delivery model • Expansion of arts, culture, and placemaking initiatives • Growth of neighbourhood-based recreation opportunities • Ongoing monitoring and refinement

Integrated investment in infrastructure, services, and partnerships will increase participation, strengthen community, and support long-term sustainability.

6.4 Implementation Approach

Implementation will be coordinated across Council, staff, and community partners.

Council will provide direction through budgets, policies, and capital approvals, while supporting partnerships and funding advocacy.

Staff will lead implementation through capital planning, service delivery, and partnership coordination, with annual work plans that align with RSF priorities.

Partners will also play an increasing role in program and event delivery.

Implementation will be influenced by:

- availability of funding
- staff capacity and organizational structure
- partnership opportunities and community readiness
- alignment with broader municipal priorities

This approach reflects incremental implementation through annual decisions, evolving priorities and partnership opportunities, rather than through a fixed timeline.

6.5 Monitoring and Adaptation

Progress will be monitored and reported to ensure accountability.

Performance indicators, including participation, utilization, financial performance, and community feedback, will guide adjustments and support continuous improvement. Results will inform future capital planning, service delivery decisions, and resource allocation.

Regular reporting to Council will provide transparency and decision-making.

The RSF is a living framework and will be updated as conditions change to maintain alignment with community needs and municipal capacity.



07.

Decision-Making Tools & Frameworks



This section provides practical tools to support consistent and transparent decision-making across Riverview’s recreation system. These frameworks translate the strategic directions of the RSF into clear, repeatable approaches that can be applied to programs, infrastructure, partnerships, events, and community engagement.

Each tool is intended to be simple, adaptable, and usable in day-to-day decision-making. Together, they reflect Riverview’s operational realities, including staff capacity, financial considerations, and the Town’s evolving role as both a service provider and community enabler.

7.1 Service Delivery Decision Framework

Purpose

Guide decisions about how recreation services should be delivered, and when the Town should lead, partner, or enable.

Key Considerations

- Importance of the service to community wellbeing
- Need for municipal oversight (safety, equity, consistency)
- Availability of capable partners
- Staff capacity and expertise
- Financial sustainability and risk

Decision Process

1. Is this a core service requiring municipal oversight?
Yes: Municipal Lead (Direct Delivery)
2. Is there a capable partner to share delivery?
Yes: Municipal Partner (Shared Delivery)
3. Can the community lead with municipal support?
Yes: Municipal Enabler (Community-Led)
4. If none apply
Reassess or do not proceed

Decision Outcomes

- Lead
- Partner
- Enable
- Reassess / do not proceed

7.2 Infrastructure Planning Framework

Purpose

Support consistent evaluation and prioritization of recreation infrastructure projects.

Key Considerations

- Nature of need (renewal, replacement, or new demand)
- Alignment with strategic priorities
- Level of service (neighbourhood, community, town-wide)
- Fit within the existing system
- Financial and operational implications

Decision Process

1. Define the need
→ Renewal, replacement, or service gap
2. Confirm alignment
→ Supports access, connectivity, or priorities
3. Assess system fit
→ Complements existing assets
→ Avoids duplication
4. Evaluate feasibility
→ Capital, operating, and staffing impacts are sustainable
5. Determine engagement approach
→ Identify if engagement is required based on project scale, impact, and public interest
→ Select appropriate level: inform, consult, or collaborate
6. Consider delivery options
→ Phasing, partnerships, or shared use
7. Apply inclusion and sustainability lens
→ Accessible, connected, and climate-responsive

Decision Outcomes

- Proceed
- Phase
- Monitor
- Do not proceed

7.3 Program Evaluation Framework

Purpose

Support ongoing review of recreation programs to ensure they remain relevant, accessible, and sustainable.

Key Considerations

- Participation and demand
- Alignment with community needs and priorities
- Financial sustainability and resource use
- Accessibility and inclusion
- Program quality and outcomes

Decision Process

- Is participation strong, stable, or declining?
- Does the program address a priority need or group?
- Is the level of subsidy appropriate?
- Are barriers to participation minimized?
- Does the program feel welcoming and inclusive for a range of ages and abilities?
- Does the program deliver a positive experience and meaningful outcomes?
- Is municipal delivery the most appropriate model?

Decision Outcomes

- Expand or replicate
- Maintain
- Modify
- Transition to partner delivery
- Discontinue

7.4 Event Support Framework

Purpose

Guide how the Town plans, supports, and evaluates events to maintain a balanced and sustainable event portfolio.

Key Considerations

- Community impact and participation
- Alignment with priorities and calendar fit
- Staff capacity and resource requirements
- Risk, safety, and oversight needs
- Opportunity for community leadership

Decision Process

1. Assess the event
 - Participation, community value, and alignment
2. Determine the appropriate role
 - Organize: High-impact events requiring municipal leadership
 - Partner: Shared delivery with community organizations
 - Enable: Community-led events supported by the Town
3. Confirm sustainability
 - Staff effort, cost, and long-term viability

Decision Outcomes

- Continue (municipal-led)
- Transition to partner
- Enable community delivery
- Modify format or timing
- Discontinue



08.

Financial & Sustainability Considerations



Implementation of the Recreation Services Framework requires a disciplined approach to capital investment, operating capacity, and long-term financial management. Recreation is a core municipal service supporting wellbeing, inclusion, and quality of life. As such, services are not designed to be fully cost-recovered but are supported through a combination of user fees and municipal investment.

Over the next 10 to 15 years, Riverview’s recreation system will experience both significant capital investment and increasing operating demands. While some revenue growth is expected through updated fees, increased participation, and new facility use, it will not fully offset these pressures. Long-term viability requires a coordinated approach that includes prioritization, cost management, and targeted efficiency measures. These actions protect long-term financial stability.

Capital decisions will be evaluated based on their long-term operating impact, not just upfront cost.

8.1 Capital Planning Considerations

Recreation infrastructure investments will follow a balanced approach that considers both new development and renewal of existing assets. While the Recreation Complex represents a major new investment, much of the Town’s assets include aging facilities that require ongoing reinvestment to maintain service levels

Capital planning will align with the Town’s asset management framework and 10-year capital planning processes.

Projects will be prioritized using asset condition, community need, system fit, and long-term value as primary decision criteria. This includes periodic assessment of facility capacity, such as arena ice surfaces, to inform long-term infrastructure needs and timing.

Phasing is a key component of capital planning. Investments will be sequenced based on impact, readiness, and affordability, aligning with available funding, staff capacity, and project readiness. Not all projects will proceed; prioritization will ensure each investment can be supported operationally.

8.2 Operating Implications

Implementation of the RSF has direct operating implications that must be actively managed. New and enhanced facilities, expanded programming, and higher service expectations will increase requirements for staffing, maintenance, and program delivery.

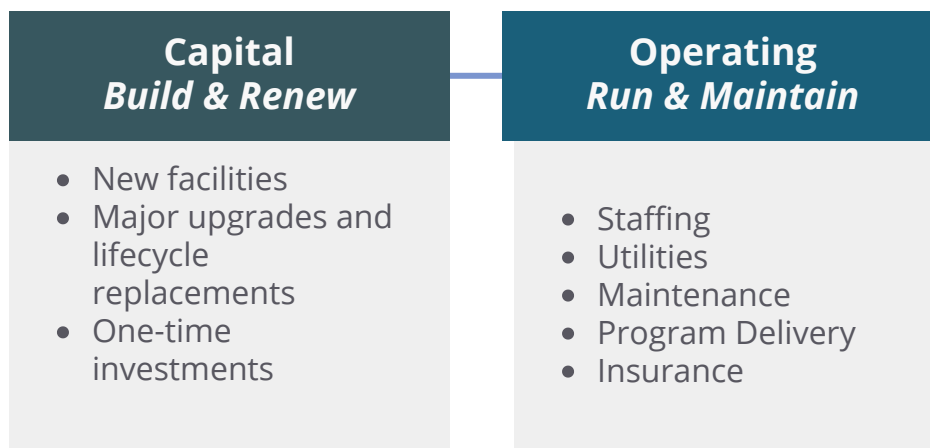
Service expansion must align with the Town’s long-term operating capacity. New facilities and programs will proceed only where long-term operating capacity is confirmed.

Staff capacity and expertise are critical to successful implementation. The Town must focus staffing resources with priority services and adapt to delivery models that emphasize flexibility and efficiency.

To support this, the Town will:

- Improve operational efficiency
- Align services with demand
- Leverage partnerships to expand capacity

Partnerships will be used to expand service delivery without proportionally increasing municipal costs.



Every capital decision creates long-term operating impact

8.3 Cost Recovery and Subsidy Approach

Riverview’s recreation system is funded through a combination of user fees and municipal subsidy. This approach reflects that recreation services provide both individual and community-wide benefits, and that cost recovery should vary depending on who benefits from each service.

The Town will apply a benefits-based approach to cost recovery, as illustrated in the Benefits Continuum. Services that provide broad community benefit will be more heavily tax-supported, while services that primarily benefit individual users will have higher levels of user fee recovery.

Subsidy levels will be intentional and aligned with clearly defined service objectives. This ensures that municipal investment is directed where it delivers the greatest community value, while maintaining fairness and transparency in pricing.

The Town will implement a clear, consistent fee and subsidy framework. Key actions are:

- Align pricing with the level of individual versus community benefit
- Maintain affordability for priority user groups and low-barrier participation
- Ensure subsidy levels are transparent and consistently applied across service areas

This approach balances accessibility with financial responsibility, recognizing that cost recovery will vary across programs, facilities, and services.

8.4 Long-Term Sustainability

Long-term viability depends on coordinated financial planning, operational efficiency, and responsible asset management.

This will be achieved through three key levers:

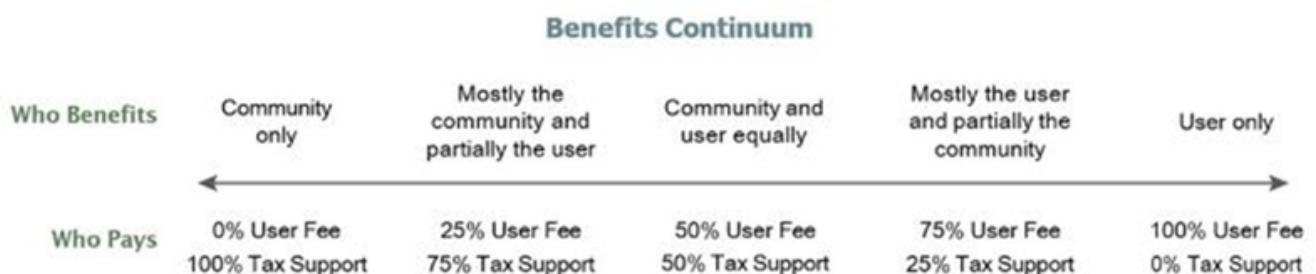
- Revenue optimization through fees, memberships, and partnerships
- Cost management through service alignment and operational efficiency
- Strategic savings and reinvestment through service model changes, partnerships, and asset rationalization

Service optimization and cost containment are required to sustain the system.

Environmental and operational efficiency will reduce long-term operating costs. This includes energy-efficient facilities, sustainable design practices, and improved resource management. Asset stewardship will maintain safe, functional, and cost-effective facilities aligned with community needs.

The Town will adjust priorities as conditions change, including population growth, funding opportunities, and participation patterns, while maintaining long-term direction.

Through phased implementation and disciplined planning, the Town will deliver a recreation system that remains accessible, resilient, and financially sustainable over time.



CONCLUSION & PATH FORWARD

Summary of Direction

The Recreation Services Framework establishes clear direction for recreation in Riverview. It reflects a transition toward a more connected, inclusive, and sustainable system aligning infrastructure, programs, and partnerships with how residents live and participate.

The framework builds on a strong foundation of parks, trails, and facilities, while responding to emerging pressures related to growth, aging demographics, inclusivity, and financial sustainability. The RSF provides a balanced approach that supports both continuity and change.

The plan reinforces Riverview's role as a community-focused municipality that prioritizes accessible, everyday recreation within a regional system. It directs future investments and decisions toward community priorities, ensuring resources are aligned with local needs and long-term sustainability.

Maintaining Flexibility

The RSF is a living framework. While it establishes a clear long-term direction, it recognizes that recreation planning must remain responsive to changing conditions.

Population growth, evolving participation patterns, and funding opportunities will continue to influence service delivery. The framework will guide all major recreation investment and service decisions, allowing priorities to be adjusted over time while maintaining alignment with overall direction.

This flexibility ensures the system remains relevant, effective, and sustainable over the full planning horizon.

NEXT STEPS

Implementation will follow a phased, coordinated approach aligned with the Town's annual planning, budgeting, and operational processes.

Priority will be completing and activating the Recreation Complex, advancing key service delivery changes, and establishing the foundation of the future recreation system. Subsequent phases will transition facilities, expand the system, and advance priority investments, including repositioning or phasing out assets that no longer align with future needs.

Implementation requires coordinated action from Council, staff, and community partners. Progress will be monitored and reported regularly to support accountability and adjustment.

With clear direction and practical tools, Riverview is positioned to move forward with a clear and actionable plan. The Recreation Services Framework provides a foundation for delivering a recreation system that remains accessible, resilient, and aligned with community needs over time.



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