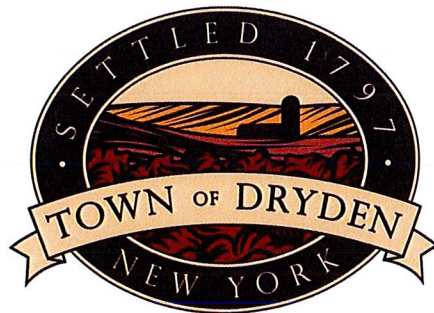




TOWN OF
DRYDEN

RECREATION MASTER PLAN



June, 2011

ACKNOWLEDGEMENTS

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The Steering Committee created by the local governing body was comprised of political representatives, community members, and individuals whom are involved with recreation in the Town. The Steering Committee designed the Master Plan, in part, by guiding the process through consultation, participation, and public outreach. They further developed the common goals, objectives and recommendations that framed the Master Plan. Their participation is gratefully acknowledged:

Mike Lane
Martha Robertson
Larry Hinkle
Steve Stelick
Sharon Todd
Monica Knight

The Dryden Recreation Commission is the appointed body that provides guidance to the Dryden Recreation Department. The Commission was instrumental in contributing their thoughts, experiences, and opinions related to Town recreation. Their input into the Master Plan is gratefully acknowledged. The members of the Commission follow:

Eric Hicks
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CONTENTS

Section One: Foreword	4
Section Two: Purpose, Process and Development	5
Project Background	
Purpose	
Planning Process, Development and Tools	
Section Three: Programs and Facilities Inventory	8
Section Four: Needs Assessment	14
Section Five: Action Plan	17
Goals and Objectives	
Program Recommendations	
Facilities Recommendations	
Costs, Land Acquisition, Funding	
Implementation and Timeline	
Section Six: Options/Opportunities	27
Appendix	
Recreation Inventory	
Maps	
1. Recreation Inventory Map	
2. Ellis Hollow Property	
3. Varna Community Park Property	
4. Town of Dryden: Park Locations	
5. Etna Park Property	
6. Montgomery Park Property	
7. Dryden Lake Park	
8. Town Hall Property	
9. Hammond Hill State Park Property	
10. Town of Dryden Potential Recreation Facilities	
10-a. Yellow Barn (Johnson Road) Property	
10-b. McLean Park Property- Possible Park Location	
10-c. Varna Community Park Property	
10-d. West Dryden Park Property	
List of Tables	
Table 1: Top Program and Facilities Preferences	
Table 2: Stakeholder Survey Results	
Table 3: Park Standards	
Table 4: Program Goals and Objectives	
Table 5: Facilities Goals and Objectives	
Table 6: Neighborhood Park Estimated Costs	
Table 7: Community Park Estimated Costs	
Table 8: Implementation Timeline	

SECTION ONE

Foreword

According to the American Planning Association, recreation is "the refreshment of body and mind through forms of play, amusement, or relaxation." (PAS Report 521/522) It is often defined as the pursuit of leisure activities that commence in an outdoor, natural setting or structured facility.

The recreation experience can be categorized as either "active" or "passive". Active recreation is often performed on a sports field in a pre-designed development or facility that requires equipment, an organized program/agenda, and involves a group or other individuals. Examples of active recreation include boating, community sports centers and complexes, golf courses, and public boat ramps. Passive recreation activities include those that have minimal impact on the land, and do not require a developed site. Forms of passive recreation include hiking, walking and jogging trails, picnicking, and birdwatching.

While there are many forms of recreation, it is important to understand which type of activities (active or passive) best meets the needs for residents and visitors while preserving and protecting the area's resources. Through a guided planning process, a community can enhance current recreation activities while exploring new and unique recreation opportunities. With active participation and community-wide efforts, recreation can help build a strong local identity and sense of community.

The Town of Dryden is dedicated to providing a range of recreational opportunities that serve residents, visitors, and the greater Dryden community. Recreation is an essential community component that contributes to the health, welfare, and quality of life within the Town, its villages and hamlets. As Dryden's population continue to expand, community

leaders recognize the critical value and importance of creating, maintaining, and enhancing recreation opportunities within the Town. Their continued commitment to the Town of Dryden makes it a unique, vibrant community.



SECTION TWO

Purpose, Process and Development

Project Background

Following the creation of the Dryden Recreation Department in 2002, the demand for Town managed facilities and programs increased substantially. As a result, Town board members established an agenda to assist the Community and Recreation Department in developing a Recreation Master Plan (RMP) that would inventory current recreation opportunities, prioritize recreation investments, and formulate an action plan to establish goals, objectives, and recommendations. The Recreation Master Plan would serve as a guide for recreation development over the next two decades.

The Recreation Master Plan is intended to be broad enough to allow for flexibility and yet specific in its actions by providing clear implementation measures. The Action Plan is organized into the following sections and each is supplemented with key additional data in the appendices:

- ✿ Goals and Objectives
- ✿ Recommendations
- ✿ Options and Opportunities
- ✿ Costs, Land Acquisition, Funding Implementation and Timeline

Purpose

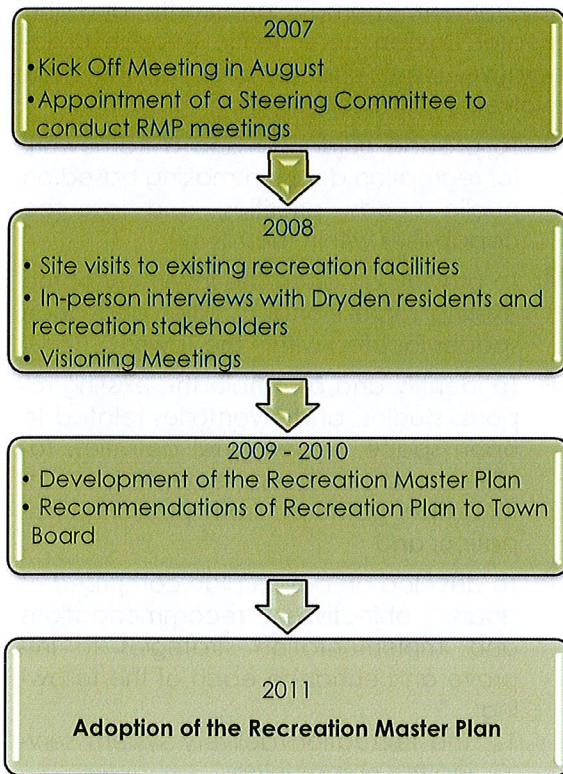
The Recreation Master Plan was developed by an appointed Steering Committee, Town government, Thoma Consultants, and the greater Dryden community. Through collaborative input, the purpose of the Plan evolved into the following:

- ✿ To provide guidance and a framework for recreation decision-making based on public needs, priorities, and resource capabilities within the Town;
- ✿ To provide an accurate inventory of the existing recreational facilities and open spaces located within the Town;
- ✿ To identify and assemble the existing reports, studies, and inventories related to open space, recreational activities, facilities, and needs supplemented with information gathered from public participation; and
- ✿ To develop an action plan comprised of goals, objectives, recommendations and implementation strategies to improve and enhance each of the following:
 1. The recreation delivery system serving the community;
 2. The maintenance and upgrading of existing facilities and the development of new ones; and
 3. The development of new and varied programs.

Planning Process, Development and Tools

Process and Development

The Town of Dryden's Recreation Master Plan process began in August of 2007. The following flowchart illustrates the events that occurred from project initiation to the adoption of the plan by the Dryden Town Board:



Public input and the analysis of existing studies were critical in the development of this plan. The Town believes that public participation is crucial component to the success of any community-based plan, but especially in the area of parks and recreation.

To ensure the residents and vested parties were involved in the planning process, the Town held public visioning sessions in addition to a survey distributed to local recreation providers. All public meetings were announced in accordance with local

laws, and opportunity for public involvement was widely publicized. A variety of stakeholders and interested groups were invited to comment on the plan through its creation, giving the consultants and Town staff accurate information to reach conclusive recommendations.

Visioning

Two visioning sessions were conducted by the Town to gauge the sentiments of the public on both existing and possible future recreation programs and facilities. Thoma Development Consultants facilitated the meeting at Town Hall on May 8, and the Town Recreation Department facilitated the July 9, 2008 meeting at the Varna Community Center. As a result of these meetings, the Town was able to identify top program and facilities preferences.

Survey

In addition to the visioning sessions, the Town of Dryden Recreation Department developed and distributed a survey to recreation organizations unassociated with the Town's programs and facilities. The survey consisted of five questions which helped determine the level of demand for new recreation programs and facilities, and how the Town can help improve these resources. Table 2 in the Needs Assessment section provides a list of the range of responses from local youth, adult and senior organizations including:

- ✿ Tompkins County Lifelong
- ✿ Fingerlakes Cycling Club
- ✿ Cornell Cooperative Extension—Rural Youth Services
- ✿ Ithaca Youth Bureau
- ✿ Dryden Rotary
- ✿ Tompkins-Cortland Community College—Office of Campus Activities
- ✿ Varna Community Association
- ✿ Lime Hollow Nature Center
- ✿ Christopher Ackley Skateboard Park Committee

Planning Studies and Documents

The Town of Dryden Comprehensive Plan (2005), SUNY Cortland's Recreation Needs Assessment Study, and a SWOT analysis performed by Thoma Consultants provided a foundation for the development of the Recreation Master Plan. These studies were crucial in assessing the status of existing recreation programs and facilities as well as recreation challenges and opportunities. Ultimately, the Recreation Master Plan would incorporate the recommendations put forth in these documents. Below is a brief synopsis of each plan.

Town of Dryden Comprehensive Plan (2005)

The Town's Comprehensive Plan was adopted in 2005 and includes an analysis of the Town's recreation resources. Recommendations were developed to address the current lack of park and recreation amenities. Specifically, it was recommended that:

- ✿ The Town should partner with existing community groups to provide recreational programs.
- ✿ By 2022, the Town should have up to 166 acres of developed parkland.
- ✿ Parks should be connected to nearby communities.
- ✿ The Town should consider the dedication of parkland as part of new development or utilize the provision in State law that says that a dedicated fund may be established to fund existing parklands.
- ✿ Develop a park system comprised of ten parks, (including one larger community park and nine small parks), to help serve more residents in hamlets and suburban areas. The small parks should be located near a Town-wide path system to allow residents to access them by bicycle or by foot. The larger community park that should be a minimum of 20 acres and include a range of recreation facilities and amenities.

A Recreational Needs Assessment for the Town of Dryden Recreation Commission (2006) — SUNY Cortland, Department of Parks, Recreation and Leisure Studies

This study was used to assist the newly formed Dryden Recreation Commission to gauge the needs, preferences, and behaviors of the community it serves. Traditionally, the Town's recreation programs have been youth oriented. The goal of this study was to expand the focus to include adult recreation needs and constraints as well as the park and recreational facilities used and desired by this age group. Key results from the study indicated that:

- ✿ The current use of Town parks and facilities is low. According to the survey, most used are the Jim Schug Trail and Dryden Lake Park. Walking/hiking was the most use for the trail and picnicking/grilling/BBQ was the most use of the park.
- ✿ Adults generally don't participate in Town recreation programs.
- ✿ Older adult survey respondents would like the town to develop a centralized community center, a multipurpose trail that connects Dryden and Freeville, an ice rink, and tennis courts.
- ✿ Younger adult survey respondents would like the Town to develop a sports facility, a community pool, skate park, and a youth center.

SWOT Analysis

A SWOT Analysis (Strengths, Weakness, Opportunities, and Threats) was conducted by Thoma Consultants early in the planning process to provide a greater understanding of the challenges facing the development and implementation of the proposed Master Plan. An analysis was prepared for each of the three distinct subject areas of the plan: Delivery System, Facility Development, and Program Development. The SWOT analysis revealed that there are many competing recreation providers, limited Town facilities, potential for recreation facilities, and financing new facilities and programs will be a challenge.

SECTION THREE

Programs and Facilities Inventory

Developing a complete inventory of existing recreation programs and facilities is essential in developing a Recreation Master Plan. Understanding the availability of programs and facilities in the Town will help guide future decision-making processes and planning initiatives. This inventory provided a foundation that guided the Action Plan-goals, objectives and recommendations. The inventory includes an organized list of each recreation type (park, trail, community center), its Town location, size, and facilities in Appendix A and Map 1.

Programs

Town Programs

Programs are the most direct way for recreation agencies to connect with people and deliver information, activities and other services. They are the primary source of community activity, and quality programs contribute significantly to the quality of life Dryden.

The Town of Dryden provides recreation services through its Recreation Department. Until recently the focus and bulk of the town recreation programming has been youth sports oriented, and on annual events such as the Pitch, Hit and Run contest and summer music series. Since 2007, the department has expanded programming to include:

- ✿ The Christopher Ackley Skateboard Park;
- ✿ American Red Cross classes;
- ✿ Father Daughter Dance;
- ✿ Water Wizards;
- ✿ Regional sport tournaments;
- ✿ Friday Family Fun Nights; and

✿ Yoga

Additionally, the Department has increased its' role in the Grange's Annual Dairy Day, and resurrected Dryden Old Home Day, which was held in August of 2009.

Partnerships

The Town Recreation Department also plays a role in the unique relationships with other private and non-profit recreation providers in Dryden. Although the relationship between the Town and these organizations has caused confusion among residents, the Recreation Department is continually working to maintain and develop co-beneficial partnerships. These organizations are listed below, with a brief overview of their services and their relationship with the Town.

Dryden Youth Commission (DYC)

Organized in conjunction with Cornell Co-operative Extension and County Youth Services, the range of DYC programs include youth development and employment, day camp, Junior Police Academy, cooking, the arts, outdoor education, and Red Cross certifications. The operation of the DYC is funded by both New York State and Tompkins County with a match provided by the Town of Dryden. The Town Board determines its funding level and the amount budgeted is not accounted for through the Town Recreation Department.

Municipal Recreation Partnership

This partnership links eleven municipal governments within the City of Ithaca and Tompkins County in a cooperative partnership to provide unique programs and opportunities for residents of the towns and villages. By joining the Partnership, Town of Dryden residents can participate in programs at the same cost as City of Ithaca residents.

Services provided by the Ithaca Youth Bureau program include such offerings as golf lessons, theatre, sailing, Tot Spot, soccer, Cass Park Day Camp, Stewart Park Day Camp, swimming, ice skating and a variety of others. Cost is based on a shared funding formula and outlined in the most recent five year agreement which is set to expire on December 31, 2012. By collaborating and pooling resources, the Partnership offers an extensive and affordable recreation program spanning multiple governments.

Dryden Kiwanis Club

The Dryden Kiwanis chapter runs the Spring Tee Ball, Baseball and Softball programs which yields a high number of participants. In the past, the Town of Dryden Recreation Department and Dryden Kiwanis have partnered to provide these services. However, disorganization and an unbalanced agreement left both parties unclear of their respective roles in program implementation. This caused public confusion and marred the reputation of both Dryden Kiwanis and the Town of Dryden Recreation Department. In 2008, the Dryden Kiwanis organization reestablished full responsibility of the programs with assistance in advertising and general information from The Town of Dryden.

Dryden Sertoma

Sertoma is a national "volunteer civic service organization emphasizing freedom, youth causes, and community needs". The Dryden Sertoma Chapter manages Youth Fall Soccer for the Dryden community which attracts several hundred participants each season. The Town of Dryden Recreation Department assumes responsibility for advertisement and publication of the program; however, does not manage or oversee the program.

Community Associations

For more than 50 years, localized "community associations" have served their immediate areas with constrained recreation services. Varna, Etna, Ellis Hollow and Bethel Grove each maintain community associa-

tions with limited buildings and facilities. Programs offered include festivals and fairs, swimming, community dinners, nursery school, art camp, dances, fun nights, holiday kids' parties, and egg hunts. These organizations are independent of the Town but in recent years have received financial assistance from the Town of Dryden through a grant process for program development and/or infrastructure assistance. The most recent funding (2011) totaled \$30,000 (\$10,000 for program development and \$20,000 for infrastructure) and is a separate Town budget item. As of 2010, the Recreation Department and DRC evaluates and makes recommendations on the infrastructure portion of the budget.

Community Cafe

A recently established not-for-profit enterprise in the Village of Dryden, the Community Café provides space for uses including relaxed gatherings, music, and meetings all in one setting. It functions as a community center in a manner similar to the other community centers located within the Town.

Miscellaneous

There are also a wide range of other providers who fill a variety of needs and frequently are not acknowledged by the public due to a long standing presence or lack of community outreach. Examples include the local fire departments, Dryden Lake Golf Club, Parent Teacher Association, and local Boys and Girls Scout chapters.



The Community Café

Photo Credit: Community Café, Dryden, NY

Facilities

Community Centers and Facilities

Bethel Grove Community Center

Located along Route 79 in southwest Dryden, this facility has been the center of controversy over maintenance and management. While the building and outdoor playground are still used routinely, most of the outdoor spaces have not had proper upkeep. The former playing field is overgrown and the tennis courts are underutilized. Dances are held in the upper gymnasium and the East Ithaca Preschool utilizes the lower level through a lease agreement.

Etna Community Center

This facility is home to the local Post Office and is used for local meetings and gatherings, including annual ice cream socials, plant swaps, soup and salad fundraisers, and a kitchen used for commercial rental space.

Ellis Hollow Community Center

This community center is the largest facility in this area of town. A heavily utilized site, the Community Center offers a swimming pool, open play areas, two tennis courts, playground, two pavilions, and a small ranch style building used as a year-round nursery school. The facilities are functional but have experienced general wear and tear. Upgrades and maintenance, particularly the swimming pool, will continue to be issues at this facility. (Map 2)

Varna Community Center

Located in the hamlet of Varna, the Community Center is heavily utilized for activities, meetings, and space rental. The property consists of a primary building facility, a small playground and walking trail. With a kitchen available, the use of the space is very versatile and often used for weddings, parties, and meetings. The facilities are in good condition and are well maintained. (Map 3)

Neighborhood Parks (Map 4)

Etna Park

This property is owned by the Etna Community Center and is located along Etna Road. The lawn is maintained by the Town of Dryden with assistance from Center volunteers. Facilities include a tennis court, basketball hoop, playground, and softball field. This small park is an asset in the area, and is in good condition and well maintained. (Map 5)

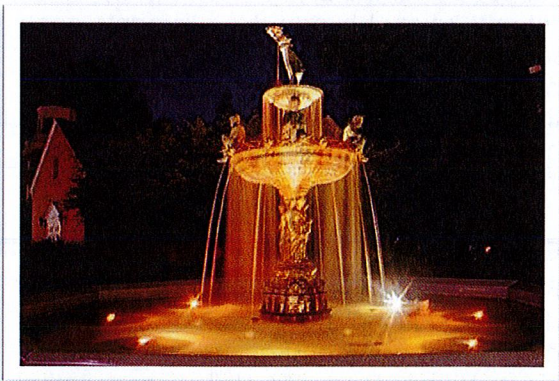
Montgomery Park (Village of Dryden)

A relatively small site, Montgomery Park is located near downtown on Elm Street. Facilities include a playing field with backstop, asphalt area for basketball or tennis, playground, pavilion, and gazebo. It is also the site of the Christopher Ackley Skateboard Park which is open throughout summer. (Map 6)

Village Squares and Community Space

Village Green- Dryden

The Village Green is located downtown adjacent to the United Methodist and Presbyterian churches. The property, which includes a small lot of green space and fountain, is owned by the churches but is leased and maintained by the Village.



The Village Green in Dryden provides open space in the downtown center.

Village of Freeville

Two Freeville Village parks- Mill Dam Park and Groton Avenue Park provide green space but are limited in size and facilities. Both parks are maintained by the Village of Freeville Department of Public Works.

Kenny Van Sickle Field

Located on Wall St in the Village of Dryden, this youth ball field is maintained by an informal partnership of volunteers, the Town of Dryden Recreation Department and the Village of Dryden, Kenny Van Sickle Field facilities include newly built dugouts for youth baseball and softball activities.

Natural Areas

Dryden Lake Park

Dryden Lake Park is leased to the Town by NY State and falls under the jurisdiction of the DEC. The park contains 120-acres of forest, 4-mile trail for hiking/wildlife viewing, and lake/park area used for a range of recreation opportunities. The lake is an ideal setting for boating and fishing while the park area contains picnic tables, cooking grills and a playground. (Map 7)

Town Hall Property

The new Town Hall (completed in 2008) is a 55 acre site located behind the municipal building and extending behind the existing Highway Department to the west. While the property has not seen any development specific to recreation, the Town Hall is surrounded by untrammeled wetlands. In the summer of 2010, the Town assisted a local non-profit to establish a community garden on the Town Hall Property. (Map 8)

Undeveloped Natural Areas and Forest

Two additional undeveloped natural sites provide areas for trails and recreation. The Parke-Dabes Natural Area located east of the hamlet of Varna, south of Route 366, is used for trails and passive recreation. The Campbell Meadow Natural Area, located West of Etna on the southside of Lower Creek Road, is used for passive recreation

including trails, picnicking, and birdwatching.

Trails

The Schug Trail

The Schug Trail, a non-motorized multi-use trail that is suited for walkers, joggers, bicyclists, horseback riders, and cross-country skiers, serves as a popular recreation destination and source of local pride. The Town Highway and Department of Public Works Departments maintain the trail. The Town hopes to continue the construction of the trail northwesterly from the Village (Springhouse Road) to Freeville, though this portion of the trail is still in a planning phase.

Collegiate Facilities

Dryden School District

Dryden High School, located on Route 38, maintains open space and playing fields primarily used for team sports. The local school is a key recreation component in that they provide a location for recreational sporting activities outside of the school's scholastic programs. As noted in the facilities tabulation in Appendix A, the elementary schools also provide recreation facilities including those at the Freeville and Cassavant Elementary Schools (located on the Town border). The Recreation Department uses these two school facilities on a "per event" basis, and provides compensation to the district.

Tompkins Cortland Community College (TC3)

The campus of TC3 has recently invested in new state-of-the-art and renovated indoor and outdoor recreation facilities. The Town of Dryden is allowed access to these facilities which includes a fitness center, swimming, tennis and disc golf.

Cornell University

Cornell University, located in the City of Ithaca, maintains the Monkey Run Natural Area and Sapsucker Woods Sanctuary sur-

rounding the Ornithology Lab. Both offer passive recreation opportunities for wildlife/habit observation and education.

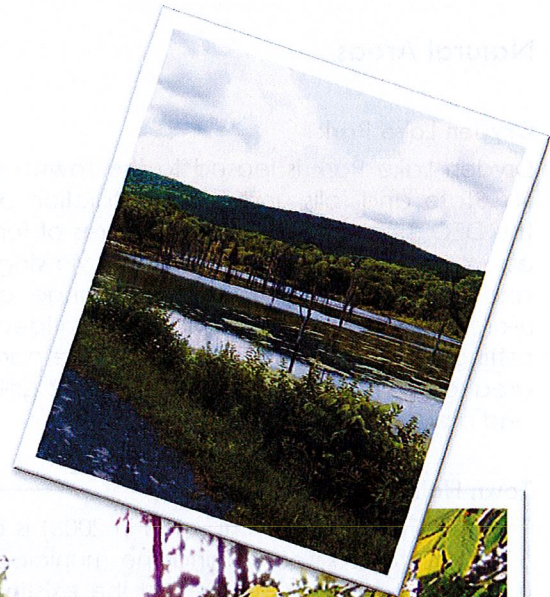
State Land

In the southeast quadrant of the Town are two parcels of State Land which offer the opportunity to enjoy open space and trails. Hammond Hill (3,600 acres) also provides trails that can accommodate a variety of uses such as horseback riding, snowmobiling, cross country skiing, and mountain biking. The forests further provide sportsmen with hunting recreation areas. (Map 9)

Regional Recreation Resources

The Town of Dryden is surrounded with an abundance of additional recreation facilities, public lands, and opportunities being in close proximity to the City of Ithaca, City of Cortland, and Cayuga Lake (New York State's Finger Lakes). Both cities, approximately 10 miles away, offer facilities such as outdoor swimming areas, performing art centers, ice arenas, and indoor turf fields that are more typical of greater population centers.

Unique natural features also exist in close proximity to the Town and can be found in State parks such as Treman, Buttermilk Falls, and Taughannock Falls. Opportunities for cultural leisure experiences are provided through the arts associated with Cornell University, Ithaca College and SUNY Cortland.



The Jim Schug Trail and Hammond Hill State Forest (above right) provide over 3,600 acres of open space and 4 miles of trails

SECTION FOUR

Needs Assessment

A compilation of the inventory, recreation survey, visioning sessions, Cortland Needs Assessment study in addition to a facilities assessment served as the primary sources in developing the Action Plan (goals, objectives and recommendations) for the Recreation Master Plan.

Recreation Inventory

The recreation inventory includes a map, detailed tabulation, and brief descriptive narrative for all of the existing facilities, open spaces, and parks that provide recreation in the community.

Visioning Results

At the public visioning sessions, participants were asked to identify those programs and facilities that were a priority. This was accomplished by "voting" with stickers. The more stickers a program or facility received, the more priority it received from the community. The results of the meeting were forwarded to the Steering Committee for analysis. Table 1 indicates the top programs and facilities preferences from these visioning sessions.

Table 1: Top Program and Facilities Preferences

Program	# of Responses
Major event such as "Old Home Day" with parades, fireworks, etc.	23
Established Dryden Commission Association whereby people work together, brainstorm for recreation ideas	11
Adult educational activities	10
Nature Trail Awareness Program	8
Gardening	8
Nature Walks/Natural History	6
Community Events/Festivals	5
Facilities	
Route 13- Googer's Site for Recreation Facility	21
Large recreation center with indoor/outdoor facilities	21
Indoor gym space	17
Trails: walking, interpretive, strength training equipment; connect Dryden, Etna, etc.	14
Park and Recreation Department	11
Multi-use fields	10
Multi-use trails	10
Centralized community center	9

Survey Results

The survey questionnaire, distributed to recreation providers unassociated with Town funding and management, was focused on target populations, communication, and how the Town could help better these programs (Table 2).

Table 2: Stakeholder Survey Results

Question 1	How do you communicate with and reach your target populations and is it effective?
	<ul style="list-style-type: none"> • Advertising on school announcements when possible • Weekly radio show on WHCU 870 am • Activities listed in the <i>Ithaca Journal</i> and local newspapers • Email listserv, e-newsletter, local newsletter (e.g. <i>Senior Circle</i> quarterly newspaper, published in collaboration with the County Office for the Aging, is mailed to over 12,000 households (2,522 in the Town of Dryden) of older adults • Organization Website • Weekly calendars, event flyers • Announcements made at community senior groups including the Dryden Seniors • Circulation of posters • Word-of-mouth • Mailings and printed brochures • Phone • DYSP Managers spend time in the school in the lunchrooms to connect with kids. <ul style="list-style-type: none"> • Managers talk with school staff(guidance, teachers and psychologists) to find out youth who need the kinds of opportunities we offer and then seek out those youth and invite them to join in; • Work on team building and socialization skills with the kids through games
	How could it be improved?
	<ul style="list-style-type: none"> • A weekly community newsletter or page in the Courier/Shopper • Ability to send out recreation brochures to students in the Dryden schools • Interest in learning about any local Dryden newsletters or bulletin boards
Question 2	Do you feel there is a need for better coordination amongst providers and groups so as to improve and maximize everyone's effectiveness?
	<ul style="list-style-type: none"> • Yes <ul style="list-style-type: none"> • Not everyone knows about the vast number of events at the school, library, café, etc. • There is a limited audience for some activities which lacks support because of this and the bad reputation it has (e.g. skateboarding) • No
	What would you change?
	<ul style="list-style-type: none"> • Better communications and coordination among groups before major events that impact multiple resources (e.g. quarterly meetings where providers have opportunity to interact) • More communication is always helpful- can learn a lot from each other and their needs • Sharing and coordination of trainings/resources for coaches, and PR for special events
Question 3	How much impact does "location" have on your programs relative to facility availability, participation levels and the need for transportation?
	<ul style="list-style-type: none"> • Transportation will always be an issue <ul style="list-style-type: none"> • Often a barrier for participation, but do have shared vans to help • Meeting at schools helps because that's where the kids are • Transportation to community centers is difficult unless they are centrally located • Distributed locations (public roads, mountain trails, etc.) • Central location in downtown Ithaca serves the residents of the County best with added programs at other sites • Difficult reaching the required numbers for programs in Dryden • TCAT could better serve the older adults of the County by adding a bus stop to key locations <p>Location is everything, easy access is key for the success of a program</p>

Stakeholder Survey Results (Cont'd)

Question 4	In a perfect world, what are the top 3 things the Town of Dryden could do for you to improve what you do?
	<ul style="list-style-type: none"> • Community newsletter • Assurance of continued funding and support (for programming efforts such as transportation, salaries for program managers, continued support from the Town Board and school) as well as continued support for established activities • Increased funding • Display brochures in Town Hall • Willingness to take on new activities • Create a user-friendly environment for everyone
Question 5	Consideration is being given to the long range development of a central facility that would ultimately include open space, playing fields, natural areas and a community center. For the moment, forget about the money, how much would the creation of such a facility impact what you do and why?
	<ul style="list-style-type: none"> • This facility would increase communication • Would increase the possibility to add additional bus routes for TCAT • Potential to increase programming and coordination of recreation services • Be an asset if school buses could take kids to such a facility after school • Would depend on its location, but would have to work with transportation • May help bring programming to Dryden, but central location is key to meet participation needs • A space that can accommodate multiple activities is great

While responses were varied and ranged depending on organization type, location, etc., there were recurring themes.

The question, "Is there a need for better coordination amongst providers and groups so as to improve and maximize everyone's effectiveness?" was answered with a resounding "Yes". Many suggested improved websites for providers, regularly scheduled provider meetings, and alternative communication techniques. These suggestions will be discussed in the recommendations section of this plan.

Centralized location of programming and facilities was also a common theme; however, the concept of "central location" varies greatly from respondent to respondent. County-wide organizations reported that the City of Ithaca is the ideal "central location" for programs and facilities, whereas youth organizations serving Dryden residents feel proximity to schools is the key to centrally located facilities. Others state the location itself may not be the issue, but rather the access to the location—it should

be easy to find and accessible with public transit. All respondents, with the exception of the Lime Hollow Nature Center, reported that the construction of a large community park and community center would benefit their organization.

Cortland Recreation Needs Assessment (2006)

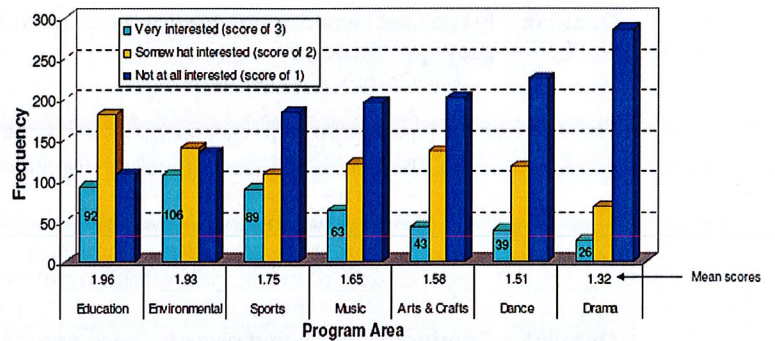
The study consisted of a series of telephone surveys and focus group to determine use and needs throughout the Town.

When asked, "Before you received this phone call, were you aware that the Town of Dryden has its own community Recreation Department?" Only slightly more than half (205 respondents, or 54%) answered yes, another tenth were unsure (33 or 9%), and more than a third (142 or 37%) were not aware the department existed.

Respondents were then asked to rate their level of interest in enrolling in a class or workshop under seven different activity categories using a 3-point scale ranging from 1 (not at all interested) to 3 (very interested). Res-

pondents tended to display the highest degree of interest in educational and environmental programs. There was moderate interest in sports, music, arts & crafts, and dance programs. There was a low interest in drama. The graph (right) shows the highest number of "very interested" responses was just 101 or 27% of the respondents, which was recorded for environmental programs.

Degree of Interest in Recreational Programs



Facilities Assessment

Using the National Recreation and Parks Associations (NRPA) standards for parks, open space lands, and recreation, we were able to determine the current level of service for facilities within the Town. These standards were developed to serve as a guide that could be applied nationwide, primarily at the community level. Population diversity and community characteristics need to be considered in any planning process. Table 3 lists selected standards which are most applicable to the issues and facilities addressed in this Plan. The Town totals noted represent the grand total of all facilities, regardless of ownership and control.

With a population of approximately 13,500 residents, the overall Town of Dryden parkland provided should equal 88 to 142 acres. Comparing this to the acreages noted on the inventory tabulation, the five facilities listed under the Town of Dryden total more than 300 acres- well above the standard. This is deceiving in that the number looks adequate but due to the level of development, facilities available, location, accessibility, type of usage, etc., Dryden is not meeting the needs of the residents. Other similar standard comparisons can be made; however, regardless of what the standard indicates, a local understanding of the true needs of the community must ultimately guide the decision-making process.

Table 3: Park Standards

Categories	NRPA Standards	Town
Open Space and Parkland	6.5-10.5 acres/1000 persons	> 5,000 acres
Neighborhood Park	2.0 acres/1000 persons	5
Community Park	7.5 acres/1000 persons	0
Multi-use Softball/Baseball Field	1/5000 persons	13 (estimated)
Basketball Court (full)	1/5000 persons	5
Tennis Court	1/2000 persons	10
Swimming Pool	1/10,000 persons	2
Football/Soccer Field	1/5,000 persons	14 (estimated)
Playground	1/1,500 persons	10
Recreation Community Center	1/25,000 persons	0

Standards derived from the National Recreation and Parks Association

SECTION FIVE

Action Plan

Goals and Objectives

Using the comprehensive planning process of recreation resource inventory, surveys, studies, and visioning sessions, the Town of Dryden has established an Action Plan with detailed goals, objectives and

recommendations. The Action Plan further incorporates a detailed summary available funding sources as well as implementation schedule and timeline. Program goals are included in Table 4, and facilities goals are located in Table 5.

Table 4: Program Goals and Objectives

Goals	Objectives
<p>Goal 1: Identify underserved populations and develop a phased expansion of programs that are needed to better serve all members of the community and coordinate with other providers.</p>	<ul style="list-style-type: none"> ✿ Assess program availability and prioritize user groups lacking attention. ✿ Select program alternatives and identify facility requirements, equipment, staff, etc., and then determine the most appropriate provider. ✿ Create budget parameters and seek partnerships that can aid in delivery.
<p>Goal 2: Support and assist other partnered community providers that also provide programming to meet the needs of the Town.</p>	<ul style="list-style-type: none"> ✿ Continue to provide adequate budgeted funds that can be allocated to organizations and partners needing assistance in providing programs. ✿ Support the programs and services of these partners through publicity and promotional information offered through Town media channels (e-mail lists, website announcements, web links, etc.). ✿ Provide maintenance, additional equipment and materials to aid in program delivery.
<p>Goal 3: Between the DRC and the Recreation Department, develop a mechanism for public input to insure that recreation needs are being met over time.</p>	<ul style="list-style-type: none"> ✿ Create an e-mail suggestion box and other mechanisms to develop a dialogue between the public and the Town Recreation Department through the website. Consider non-electronic alternatives for those who may not have/use the internet. ✿ Conduct periodic public meetings to garner public input. ✿ Coordinate with the SUNY Cortland Recreation Department to obtain assistance in conducting a Needs Assessment Survey.
<p>Goal 4: Develop partnerships with other local agencies, schools, and/or facilitation companies that can provide group transportation for specific programs or events.</p>	<ul style="list-style-type: none"> ✿ Initiate contact and discussion with all transportation companies and providers such as schools, TCAT, Tioga Transit, and private contractors to explore possible mechanisms for having transportation available for certain programs and/or special events. ✿ Conduct a financial analysis for the most cost effective way of contracting for these services. Examples of these services include drivers hired by the Town, school drivers with school buses, etc. ✿ Establish budget items to cover costs. ✿ Issue an RFP seeking proposals for specific services.

Facilities Goals

As described in two of the following goals, the development of two “types” of new parks (neighborhood and community) is being recommended. (Map 7)

Neighborhood Park:

2-5 acres, usually includes open lawn, trees, shrubbery, walks, benches, focal point such as ornamental pool or fountain, table game area (chess, checkers), small play apparatus, and small picnic areas.

Community Park:¹

15 to 25 acres, usually includes sport fields, courts, lawn areas, family picnic areas, children's playgrounds, walking path/track, restroom facilities, covered structures, and parking areas. These parks may also include any characteristic of a neighborhood park.



Kiosks (pictured above) are a common feature in community parks. They display important information about the park including its trails and open space, local vegetation, and wildlife.

Table 5: Facilities Goals and Objectives

Goals	Objectives
<p>Goal 1: Provide facilities that are safe, clean and well maintained.</p>	<ul style="list-style-type: none"> ✿ Identify all existing facilities where there are any issues of safety (equipment and environment), cleanliness, overall tidiness, and general maintenance. Issues may include playground equipment types, dangerous or failing structures, un-mowed areas, handicapped accessibility, poor lighting, litter, etc. ✿ In light of the findings above, and in conjunction with Facility Goal 3, responsibilities of all personnel and clarify roles so as to address these issues. ✿ For specialized tasks or issues such as playground safety, accessible surfacing, and slopes, etc., obtain information and secure training, if appropriate, to insure that personnel are suitably equipped to perform required tasks.
<p>Goal 2: Develop maintenance practices that are sustainable and cost effective.</p>	<ul style="list-style-type: none"> ✿ Review maintenance procedures and equipment in light of efficiency and costs. ✿ Identify new approaches, technology, and materials, etc., that provide greater sustainability and consequently can translate to cost savings. ✿ Examine all opportunities for creating partnerships that benefit the Town.

¹ Any identification of specific areas or properties at this time would be premature and serve no purpose, as well as likely instigate public reaction. As indicated on the Recreation Facilities Map, the locations of these proposed facilities are shown as general vicinities, not particular parcels within a defined boundary. Once the Town has committed to a particular direction in the development of either or both park types then the initial screening of properties can begin and the feasibility of the project can be examined.

(Facilities Goals and Objectives Cont'd)

<p>Goal 3: Clearly define the roles, responsibilities, and cost sharing for the maintenance and use of facilities not under the direct jurisdiction of the Town.</p>	<ul style="list-style-type: none"> ✿ Identify all existing facilities where the Town presently participates in the operation and/or maintenance of facilities not under its jurisdiction. Itemize specific tasks typically completed by the Town such as mowing, field lining, etc., and attempt to identify the annual time and materials costs for completing same. ✿ Identify where the Town conducts programs at facilities not owned by the Town. Attempt to identify the annual usage time for the activity and equipment utilized. ✿ Assess the information gathered in Items #1 and #2 above to determine opportunities to minimize costs, improve efficiencies, and/or correct inequities. ✿ Establish contact with facility owners where improvements and/or corrections are warranted.
<p>Goal 4: Identify unused or underused recreation facilities and open spaces, and create reuse or enhanced usage strategies.</p>	<ul style="list-style-type: none"> ✿ Conduct a detailed Site Analysis including topography, landscape, constructed facilities, vegetation, watercourses, natural elements (wind direction, sun angles, etc.) aesthetics and scenic views, soils, as well as the most recently acquired Town properties (Parke-Dabes, Campbell Meadow, and the Town Office site). ✿ From the information gathered above, develop a Site Analysis Map identifying the suitability of areas within each site that are conducive to various types of recreational activities. ✿ Utilizing a list of identified recreation needs, match the program and facility needs with the appropriate Site Analysis map in attempting to provide recreational opportunities on lands already owned by the Town. ✿ Based on field observations and site information, determine if the following uses and opportunities may be available at each: <ul style="list-style-type: none"> ✿ Parke-Dabes Natural Area: New or additional trails for a variety of activities including mountain biking, hiking, cross country skiing, etc. ✿ Campbell Meadow Natural Area: New or additional trails conducive to more passive recreation such as birding, walking, and wildlife observation with a greater opportunity to include accessible routes. ✿ Town Offices Land: New systems for walking, cross country skiing, and nature observation plus opportunities to promote pedestrian and biking routes that connect key areas within the Village of Dryden. In addition, determine if the gently sloped areas could be converted to open space playing fields for particular sports or free play. ✿ Confer and assist other facility owners who provide recreation services in conducting a similar analysis to explore what additional opportunities exist on their own sites.
<p>Goal 5: Support and assist other community facilities that partner with the Town in providing recreational services.</p>	<ul style="list-style-type: none"> ✿ Continue to provide adequate budgeted funds that can be allocated to organizations needing assistance to maintain their facilities. ✿ Support the programs and services of these partners through publicity and promotional information offered through Town media channels such as e-mail lists, website announcements, web links, etc.

(Facilities Goals and Objectives Cont'd)

<p>Goal 6: Initiate planning and development of recommended new neighborhood park facilities.²</p>	<ul style="list-style-type: none"> ✿ Immediately incorporate a capital project budget item into the Town budget and begin a local match funding source. ✿ Actively investigate all options for funding sources in effort to understand all constraints and parameters before initiating a search for sites. ✿ Based on general site analysis parameters, locate areas within the target locations where suitable sites might be found. ✿ Conduct preliminary review of land ownership, properties for sale, and/or up for auction in the target area. ✿ Initiate the process in Goal #7 to begin the active process of locating priority sites. Continually pursue all other partnering opportunities with private sector entities. ✿ As the process culminates with the acquisition of a site, begin to define the phased development of the site, intended uses, and equipment needs. Delineate all roles and responsibilities for programming and facility O&M.
<p>Goal 7: Develop neighborhood/community partnerships to plan and develop needed neighborhood parks in underserved areas.</p>	<ul style="list-style-type: none"> ✿ Advertise and publicize the Town's intent of creating a park facility and solicit interested parties from the target area to participate in the planning and development process. ✿ Identify key stakeholders for potential programming opportunities, neighborhood organizations, and facility users and incorporate them into the planning process. ✿ Conduct periodic public information meetings to keep the community informed.
<p>Goal 8: Initiate a long-term plan, feasibility assessment and funding processes for developing a community wide facility.</p>	<ul style="list-style-type: none"> ✿ Use a systematic approach, foster cooperation and partnership throughout the planning process. ✿ Actively seek funding opportunities, foundation grants and create financing mechanisms that will help the project commence. ✿ Maintain transparency and commit to the public process, keeping the community informed to ensure their continued support. ✿ Develop a clear and achievable phased approach to the overall project as it continues to evolve. ✿ Leaders must be committed to the completion of the project in its phased approach.

² The Town Comprehensive Plan recommended a park system with nine (9) small "mini" parks of approximately one acre in size. This Master Plan envisions a Town park system that considers all providers and existing facilities in conjunction with Town- owned and operated facilities. Having already established a goal for strengthening and supporting existing partners with formalized agreements and additional funding, this Plan has adopted an approach that supplements the existing system in attempt to fill any recreation voids where park facilities are lacking. The proposed park locations designated on the Recreation Facilities Map are intended to be broad in their designation. Having assessed the locations of all the existing parks, it is evident that the following quadrants lacked any such facilities within a few miles. The areas include the northwest, northeast, southeast, and western areas of the Town. The development of any given new park will be driven by a range of variables that make impossible to determine any specific location at this point in time. While these areas do not contain high population concentrations (except for the western area around Varna), the development of any one given Neighborhood Park will likely be the result of a localized planning process and a genuine interest by community residents. Without "neighborhood" input as part of the planning process, no park will likely be fully realized or developed.

(Facilities Goals and Objectives Cont'd)

<p>Goal 9: Pursue and support all efforts to develop additional multi-use recreational trails to link communities and other facilities, and provide high quality non-motorized transportation networks.</p>	<ul style="list-style-type: none"> ✿ Continue to pursue and support all efforts to secure the access and needed financing to complete the Jim Schug Trail from the Village of Dryden to Freeville. ✿ Take an active role in developing a trail link between the Dryden Village downtown and TC3 via the newly acquired Town property behind the Town Office. ✿ Continue to pursue the various bicycle/pedestrian paths recommended in the Town Comprehensive Plan that seek to expand the trail system not only as noted in Items #1 and #2 above, but also continuing westerly along the Fall Creek Valley Corridor all the way to the Town of Ithaca boundary line. ✿ Review all of the trail information and recommendations contained in the 1996 Transportation Trail/Corridor Study completed by PERC (local Ithaca planning/research consulting firm) for the Ithaca-Tompkins Transportation Council.
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Recommendations

Program Recommendations

Recommendation #1:

Improve outreach and marketing efforts.

Implementation:

As indicated in the Needs Assessment study, one of the primary constraints to participating in department programs is lack of information. While the department has made progress to resolve this issue, the following is recommended:

1. Hire a consultant to assist in developing a standard logo, design, and brochure that clearly identifies the Recreation Department publications and information (branding).
2. Develop publications highlighting Recreation Department activities, programs, and planning, to be distributed to homeowners in the Town of Dryden.
3. Utilize existing publications and media sources including local and area-wide newspapers, school newsletters, flyers, and local radio stations to distribute information regarding Town recreation activities and opportunities.

Recommendation # 2:

Offer more adult programming and opportunities.

Implementation:

1. Explore the following adult-focused programs to create multi-generation recreation opportunities and encourage increased participation across age groups:
 - a. Digital photography, outdoor/natural awareness, gardening, workshops for home improvement, retirement planning, self defense, pottery, fitness opportunities, language classes, computer courses, day trips, low impact fitness, and bridge clubs.

Recommendation #3:

Support major community events.

Implementation:

1. Continue to support community events such as Old Home Days, Dairy Days, firework displays, festivals, and fair through sponsorship or advertising.
2. Implementation of events should be executed by a variety of community groups and service providers with support from the Town of Dryden.

Program Recommendation #4:
Evaluate overall program priorities.

Implementation:

1. Evaluate overall program priorities and allocate staff resources and responsibilities accordingly.
2. In order to increase programming without compromising quality, the department needs to utilize part time, seasonal and contractual employees to deliver programs.

Program Recommendation #5:
Ensure that every resident has equal opportunity to participate in recreation programs.

Implementation:

1. Publicize the department's scholarship program.
2. Explore the possibility to separate funding sources to help subsidize participants who use scholarships in effort to avoid revenue losses as the rate of scholarship use increases.

Facilities Recommendations (Map 10)

The Comprehensive Plan recommended a site with a minimum of 20 acres and located along the proposed future multi-use recreation trail between Dryden and Freeville. While this Recreation Plan agrees with the general location and associated justification, the size of the site needs to be considerably larger. The development of a community park and facility in this community needs to be able to address a diverse spectrum of programming by providing for multi-purpose uses as well as adequate space for growth and expansion. For this center, it is recommended that the site be a minimum of 50 acres. Once the Town is at the point of committing to and moving forward, a Community Park, it likely will again raise the question of whether the property behind the Town Offices should be considered as the site. As in any site search, this is a valid consideration as the Town already owns this site.

Funding, Costs, and Land Acquisition

The development of this Recreation Master Plan is based on an examination and analysis of the Town of Dryden's existing facilities, providers and programs, user needs, and a commitment of the Town Board to provide its residents with quality recreational opportunities. The Plan is intended to be "Action" oriented and offers the basic framework of both a variety of goals, objectives and recommendations to achieve them.

Funding

The most critical element in achieving these goals is securing adequate funding. With the current financial situation, funding will be a difficult task. For the Plan to succeed, the Town must be committed to developing budgets that provide the necessary funds to enact capital improvements, create capital reserves, provide for adequate staffing needs, and meet operating costs.

One of the key components of the proposed Plan is the development of four (4) new Neighborhood Parks and ultimately one Community Park. The acquisition of these lands will be a challenge throughout the process and will require a creative and innovative approach. The following are methods and opportunities that should be considered during this acquisition process.

Fee Simple Purchase

This simple purchase of land is the least complicated but frequently the most difficult to justify when funding is scarce.

Long Term Purchase Option

This allows the Town to use and secure its future at a lower initial cost with the actual purchase delayed to a future date.

Fee Simple with Lease Back

The land is purchased outright but with a lease to another user with restrictions that will protect the land and preserve its value until the lease is complete.

First Rights

This provides a notice to the Town that if a desired parcel is up for sale, it would have the opportunity to purchase it before going on the market.

Land Trusts

This would require a not-for-profit corporation to oversee the acquisition of parkland and open space for future generations.

Gifting

The creation of a gifting program would encompass all types of items and services (funds, equipment, materials, labor, etc.), and would include the opportunity of gifting land for use as parkland. A well-advertised program should be developed and efforts should be coordinated with organizations and businesses involved in tax and estate planning.

Estate

The land gift is deferred during the lifetime of the donor and frequently the present owner is relieved of their property taxes while still alive.

Property Easements

This approach allows the Town a specific use to serve their purposes while compensating the owner for his "lost" rights to that same area. Typically this can be negotiated to a reasonable cost and has the advantage of keeping that same land on the tax role.

As mentioned earlier, funding all of the recommendations within this Plan is the greatest single obstacle to overcome. In light of that challenge, listed below is a brief summary of the key funding and revenue sources that can be drawn upon in meeting this financial need. It is highly recommend-

ed that the Town Board and Recreation Department work together in developing a Revenue Plan which specifically identifies all available funding resources, priorities, and create a funding strategy to meet financial goals.

General Taxes

These general tax dollars are the typical source of funding for the basic operations and maintenance of a Recreation Department. These will need to be increased to meet the future demand of recreation in the Town.

For example, the total taxable assessed value in the Town of Dryden is \$836,108,074 (including both Villages). The present Town tax rate is set at \$1.44 per \$1,000 of assessed value. If an additional penny (\$0.01) were added to that rate, the revenue yielded would yield approximately \$8,360 per year. If 5 cents were added, the revenue stream jumps to \$41,800 per year. Regardless if a Special Recreation District is created, the source of dollars generated from general taxes will not be sufficient to meet the goals of the Plan unless a significant increase is envisioned.

Municipal Bonds

This approach is typically associated with capital improvements beyond O&M of the Department. This entails borrowing funds to acquire property and complete proposed facilities. This source of revenue is utilized routinely by municipalities in funding any capital project— water tanks, highway reconstruction, among others. The payment of the borrowed money is spread over a term of 20 to 30 years, and the revenue is secured by levying a special tax earmarked to that project.

Special Use Taxes

While typically requiring additional coordination and approval from the County and/or State levels, this mechanism is the approach of adding a tax to another already existing tax structure, i.e., sales tax, real estate transfer tax, etc. The tax would

be earmarked to a particular project. A specific time limit can also be designated.

Organized Support Groups

Through the formation of a local "Foundation", this organization can begin to accumulate funds earmarked for recreation purposes such as land acquisition, equipment purchases, and program sponsorship. The source of funds would come from memberships, gifts, grants from other foundations, and long term endowments.

Existing Foundations and Corporations

Existing foundations and corporations can often serve as the major source of funds in the development of a new facility. A direct contribution from local, regional, State, and national foundations and/or major local corporations can be the boost and impetus for securing other funds as well. These donations can offer naming opportunities or supplement other sources. Significant effort in this arena is highly recommended since it often lends the credibility and local support, interest, and enthusiasm needed for large scale projects.

Fees and User Charges

Structuring user fees based on the value and benefits the participant realizes is an important aspect for securing revenue. This is particularly true in establishing fees associated with either new or rehabilitated facilities where the benefit is easily identifiable and consequently justified by the user.

State and Federal Funding

Programs such as the NYS Environmental Protection Fund, Federal Land and Water Conservation Fund, NYS Recreational Trails Program, Federal SAFETEA-LU, or other State and federal programs that may be developed over time may assist the Town in developing parkland and facilities. These programs typically require local sources of match, both in-kind and cash.

For the proposed improvements recommended in the Plan, there will need to be a Capital Improvement Program which can

generate the needed funds. While the costs appear high, the creative approaches and avenues outlined above can ultimately lead the Town of Dryden to achieving these goals. Outlined below are the anticipated costs for developing the four, 10 acre Neighborhood Parks and the one 50+ acre Community Park.

Costs

Neighborhood Parks

The estimated project cost for acquiring and developing a typical 10-acre Neighborhood Park is as follows:

Table 6: Neighborhood Park Estimate Costs

Item	Costs
Land Acquisition	\$30,000
Playing Fields/Open Space	\$250,000
Multi-Purpose Courts	\$60,000
Playground	\$60,000
Other Amenities- Parking	\$100,000
Subtotal	\$500,000
Engineering, Legal, Administrative (15%)	\$75,000
Total	\$575,000
Four Neighborhood Parks Total	\$2,300,000

Community Park

The estimated project cost for acquiring and developing a typical 50-acre Community Park is as follows:

Table 7: Community Park Estimated Costs

Item	Costs
Land Acquisition	\$150,000
Community Building	\$750,000
Open Spaces	\$200,000
Lighted Athletic Fields (2)	\$800,000
Multi-Purpose Courts (4)	\$240,000
Pavilions (2)	\$80,000
Playground	\$90,000
Parking Lots	\$100,000
Miscellaneous Amenities	\$60,000
Subtotal	\$2,470,000
Engineering, Legal, Administrative (15%)	\$370,000
Total	\$2,840,000

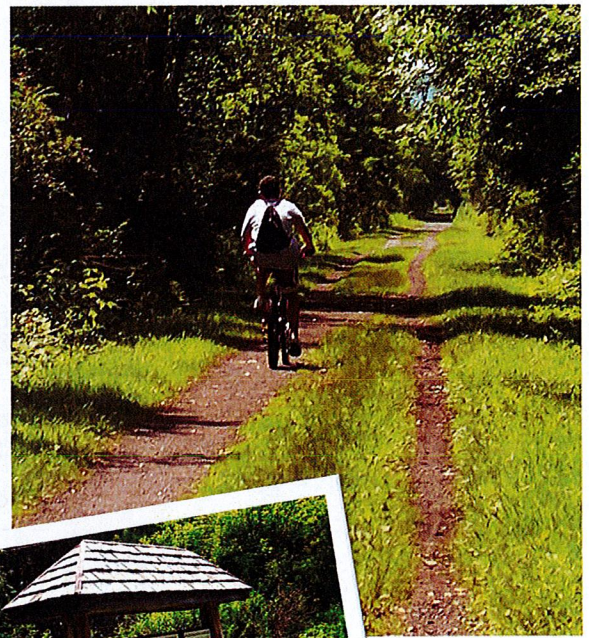
From a budgeting and planning perspective, the development of the Neighborhood Parks is an initial priority, although they will have to be developed over a period of time due to costs. Pursuing a variety of funding sources is critical in attempting to make these parks more affordable and achievable.

As a first step, this Plan recommends a minimum tax rate of three cents (\$0.03) per \$1,000, so as to begin to adequately fund and support the implementation of the initial tasks outlined. This increase will bring an additional \$25,000 in revenue which could be used to: (1) implement both Delivery and Program System recommendations; (2) establish a dedicated Neighborhood Park Development Reserve to create working capital allowing for initial feasibility studies, site analysis, etc.; and/or (3) establish a Town Hall Park reserve in anticipation of completing improvements on the existing land.

The *Fiscal Implications* chapter of the Comprehensive Plan provides a range of analysis and projections which detail a variety of budget issues related to capital improvements and O&M for Transportation, Sewer and Water, Bicycle/Pedestrian Paths, and Parks. The importance of this information is critical in that the Town of Dryden faces a variety of fiscal challenges. Making certain that the goals and recommendations of this Recreation Master Plan are implemented, and maintaining that objective as a priority, is critical to its success.

Implementation and Timeline

The recommendations put forth in this Plan are intended to be accomplished through multiple phases. To undertake and complete many of them will require additional staff, sub-consultants, and financial support. The following is a proposed timeline for implementing these goals which attempts to take into account a variety of issues. The primary influences of these projections include the capabilities of the Recreation Department personnel, the status of existing facilities and land owned by the Town, and the ability of the Town to adopt a capital improvement and program development plan. This timeline should be revisited as opportunities emerge and financial capabilities change.



Long-range goals coupled with a flexible timeline will help the community prioritize current and future needs for programs and facilities

Table 8: Implementation Timeline

	Years 2011 — 2016 Goals	Years 2017 – 2022 Goals	Goals for 2023 and Beyond
Delivery System Goals	<ul style="list-style-type: none"> ☛ Increase Town-wide awareness of the Recreation Department. ☛ Improve access to recreation information. ☛ Establish clearly defined roles among Town departments. ☛ Increase involvement of the Recreation Department in budgeting and funding. ☛ Improve coordination and reporting between all recreation providers and the Town. ☛ Establish clearly defined partnership agreements with other providers ☛ Annual review of DRC responsibilities and Master Plan implementation. 	<ul style="list-style-type: none"> ☛ Establish a Parks and Recreation Department and possibly a Recreation District ☛ Annual review of DRC responsibilities and Master Plan implementation (ongoing). ☛ Develop evaluation procedures to insure Recreation Master Plan implementation continues (ongoing). 	<ul style="list-style-type: none"> ☛ Annual review of DRC responsibilities and Master Plan implementation (ongoing). ☛ Develop evaluation procedure to insure Master Plan implementation continues (ongoing).
Facilities Development Goals	<ul style="list-style-type: none"> ☛ Provide safe and well-maintained facilities (ongoing). ☛ Establish clearly defined roles and cost sharing at the facilities of others. ☛ Develop cost efficient methods for all maintenance practices. ☛ Improve use of underutilized facilities. ☛ Assist other providers with maintaining their facilities. ☛ Develop additional multi-use trail links (ongoing). 	<ul style="list-style-type: none"> ☛ Provide safe and well-maintained facilities (ongoing). ☛ Plan and develop new Neighborhood Park facilities. ☛ Establish neighborhood partnerships to insure proper development. ☛ Develop additional multi-use trail links (ongoing). 	<ul style="list-style-type: none"> ☛ Provide safe and well-maintained facilities (ongoing). ☛ Plan and develop new Community Park facility. ☛ Developed additional multi-use trail links (ongoing).
Program Development Goals	<ul style="list-style-type: none"> ☛ Expanded programs to better serve all populations (ongoing). ☛ Assist other providers with program offerings. ☛ Establish improved public input opportunities. ☛ Establish partnerships for improved transportation for recreation. 	<ul style="list-style-type: none"> ☛ Expand programs to better serve all populations (ongoing). ☛ Evaluate all programs for quality and efficiency. ☛ Contract with outside providers to increase capacity. 	<ul style="list-style-type: none"> ☛ Expand programs to better serve all populations (ongoing). ☛ Create a community based program planning board. ☛ Outsource additional programming to outside groups.

SECTION SIX

Options/Opportunities

The following is a current itemized list of emerging and immediate recreation needs identified by the Town of Dryden Recreation Department. These items should be further examined and incorporated, as appropriate, in the Recreation Master Plan. It is essential that the recreation needs and demands of the community remain current through the decision-making and planning process.

- ✿ Locate population centers and density and conduct a comparative analysis of these centers with geographic centers (topography, landscape, natural features) to determine new potential sites or uses. Use these methods of analysis to further examine Route 13.
- ✿ Reevaluate needs and potential locations for a community park that can accommodate an indoor facility.
- ✿ Examine locations for potential neighborhood parks that require improvement or undergo new development. (Maps 10, 10-a,b,c,d)
- ✿ Continue the planning process to complete the Town trail system.
- ✿ The Capital reserve fund has been established. Need to consider recommendations from the Finance Committee to secure continuous funding.
- ✿ Consider the use of property tax or sales tax revenue to secure recurring funding for recreation programs and facilities.