



REGIONAL RECREATION FACILITY MASTER PLAN

Sturgeon Regional CAO Partnership Committee

March 5, 2013





TABLE OF CONTENTS

EXECUTIVE SUMMARY 1

01 INTRODUCTION 3

02 PLANNING FOUNDATIONS..... 9

03 STATE OF RECREATION IN THE REGION 23

04 WHAT WE HEARD THROUGHOUT THE REGION 43

05 OUR SHARED FUTURE 53

06 THE PATH FORWARD 61

07 IMPLEMENTATION PLAN..... 73

08 PERFORMANCE MANAGEMENT SYSTEM 79

ACKNOWLEDGEMENTS..... 81

REFERENCES..... 81

APPENDIX A – FACILITY CONDITION ASSESSMENT RATING DEFINITIONS 84

APPENDIX B – STAGE 1 COMMUNITY & STAKEHOLDER ENGAGEMENT
SUMMARIES..... 85

APPENDIX C – STAGE 2 COMMUNITY ENGAGEMENT SUMMARIES 99

APPENDIX D – POTENTIAL RECREATION FACILITY NEEDS - DECISION MAKING
FRAME WORK..... 116

LIST OF FIGURES

| | |
|--|----|
| Figure 1 Study Area | 4 |
| Figure 2 Planning Process Diagram | 5 |
| Figure 3 Decision Making Principles | 7 |
| Figure 4 Population Distribution 2011 | 10 |
| Figure 5 Distribution of Population Growth 2006-2011 | 10 |
| Figure 6 Population Change 2006-2011 | 11 |
| Figure 7 Percent Population Growth between 2006-2011 | 11 |
| Figure 8 Population Projections and Five Year Growth % from 2011 to 2031 | 12 |
| Figure 9 Median Age in 2011 by Community | 13 |
| Figure 10 Age Group Breakdowns* in 2011 by Community | 13 |
| Figure 11 Age Group Shifts between 2006 and 2011 Census Periods | 14 |
| Figure 12 Inventory of Municipal Recreation Facilities | 26 |
| Figure 13 Inventory of Alternative Provider Recreation Facilities | 27 |
| Figure 14 Average Remaining Useful Life Grouped by Facility Type | 35 |
| Figure 15 Allocation of Rural / Urban Grants by Sturgeon County | 39 |
| Figure 16 Services Most in Need of Improvement Word Cloud | 45 |
| Figure 17 Most Needed Facilities Word Cloud | 46 |
| Figure 18 District Boundaries | 67 |
| Figure 19 Cost Sharing Formula Process | 69 |

LIST OF TABLES

| | |
|--|----|
| Table 1 Participation Approach | 6 |
| Table 2 Current Supply of Regional Recreation Facilities | 25 |
| Table 3 Summary of Municipally Owned Facility | 29 |
| Table 4 Recreation Facilities and Distance | 37 |
| Table 5 Recreation Facility Classification System | 58 |
| Table 6 Implementation Matrix | 74 |
| Table 7 Council & Staff Input on Area Which Most Need to be Improved | 98 |

EXECUTIVE SUMMARY

Recreation is becoming widely recognized as an essential community service. Through recreation we improve our health, well-being, strengthen families, grow community and diversify our economy. The Sturgeon region is recognized as a lifestyle destination, where people can live, work and play. Recreation, and the region's impressive supply of municipal facilities that facilitate these opportunities, are defining features in the attractiveness of our region and will become even more important as we continue to grow and diversify.

In preparation for this growth, the Sturgeon Regional Partnership – comprised of the Towns of Bon Accord, Gibbons, Legal, Morinville, Redwater and Sturgeon County – recognized the importance and benefits in planning collaboratively for the provision of recreation facilities over the next 25 years. Developed in a spirit of partnership with our residents, community associations and partners, the following Regional Recreation Facility Master plan represents a collaborative inter-municipal vision and framework for the development, upgrading, repurposing and cost sharing of recreation facilities across the region. The intent of this master plan is to define what might be, many years into the future. Approval of this plan sets a general direction for the future of recreation facilities in our region and does not translate into approval of the potential capital projects identified. Decisions on specific capital

projects will be determined, in some cases, based on more detailed studies and, in all cases, the availability of fiscal resources.

The Regional Recreation Facilities Master Plan will be used as a touch stone to guide each regional partner as they plan for and deliver recreation facilities - making our region an even greater place to live, work and play.



01 INTRODUCTION

1.1. RECREATION – AN ESSENTIAL MUNICIPAL SERVICE

Recreation ... defined as “all those things that a person or group chooses to do in order to make their leisure time more interesting, more enjoyable and more personally satisfying” (National Recreation Statement, 1987). Almost half of Albertan’s identified recreation as their top priority, ahead of work (ARPA, 2008).

The benefits of Recreation are significant and include:

- Provides opportunities for physical activity – reducing rising health concerns,
- Replenishes the mind, body and soul,
- Leads to work life balance in an increasingly busy work environment,
- Connects families, neighbors and communities,
- Facilitates mental development in youth, adults and seniors,
- Fosters learning, creativity and acceptance,
- Provides options to anti-social behaviors,
- Stimulates economic spending and activity,
- Attracts new businesses and investors, and
- Promotes environmental stewardship.

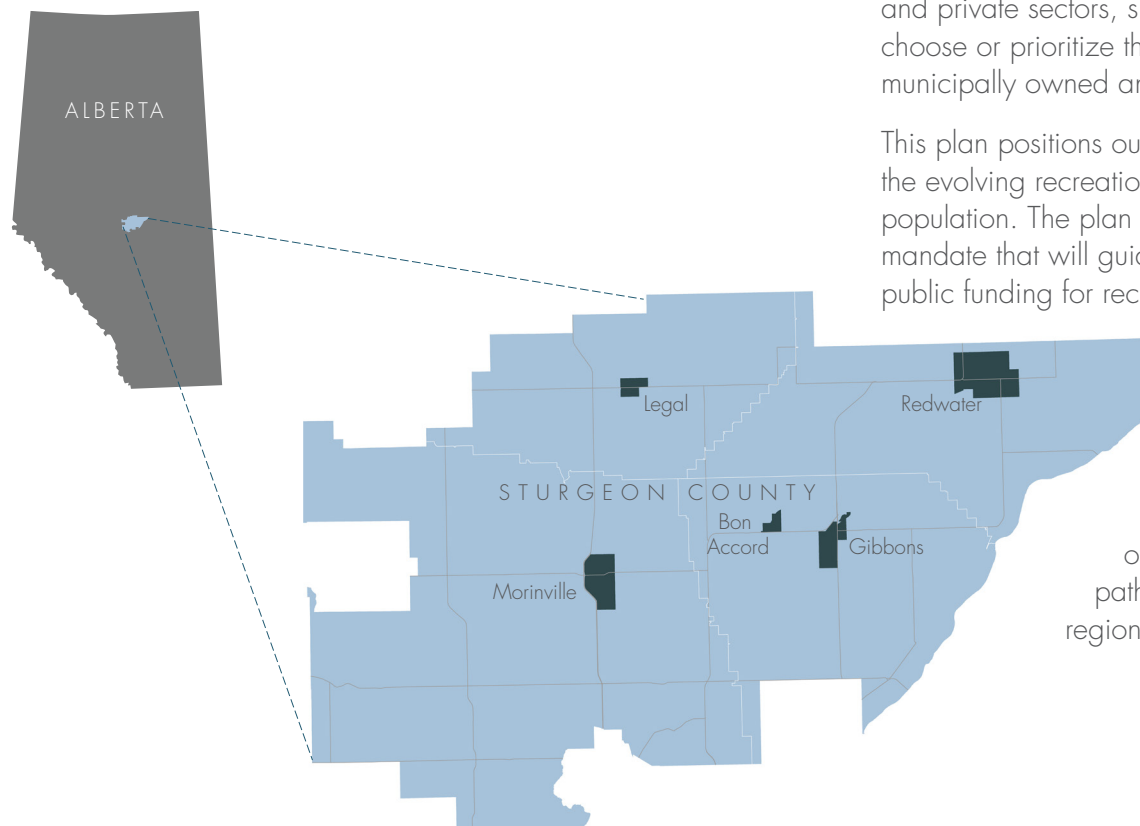
We know recreation is integral to the development of healthy, active and engaged citizens. And that it is an essential pillar in building complete communities that attract and retain innovative and progressive companies (Florida, 2002). We believe that recreation has an almost unlimited potential to develop life skills, enhance each of our communities and build strong citizens. We understand recreation is an “end as well as a means” and will use it as a strategy to address common regional issues related to individual and community health, economic diversification, education and personal development, anti-social behaviors and environmental stewardship.

Regardless of age, ethnicity, income level or whether you do or do not directly take part in recreation; it has the potential to deliver many direct and indirect benefits. For this reason, municipalities in our region – the towns of Bon Accord, Gibbons, Legal, Morinville, Redwater and Sturgeon County – have collectively agreed to pursue and position recreation as an “essential municipal service” through the development of this plan and development of subsequent municipal or regional plans and policies.

1.2. PURPOSE & SCOPE OF THE PLAN

Recognizing that rapid change in our region has occurred and is likely to continue. The region will grow, but like the past, the growth likely won't be homogenous across each of our communities. However, we still recognize the opportunities and embrace the interdependencies and synergies between each of our communities and, in this spirit of collaboration, our communities have partnered to develop, and deliver, this Regional Recreation Master Plan.

Figure 1 Study Area



Our recreation facilities are the foundation to delivering recreation and realizing its benefits. Recreation facilities include indoor or outdoor assets that generally meet the following criteria:

- Defined boundaries,
- Managed Access, and
- Are used primarily for programmed and unstructured spontaneous recreation activities.

Though we recognize the critical importance of facilities that are owned and operated by alternative providers from the not-for-profit and private sectors, since we do not control how organizations choose or prioritize their efforts this plan remains focused on municipally owned and operated recreation facilities.

This plan positions our region to anticipate and respond to the evolving recreation needs of our growing and diversifying population. The plan clearly articulates a collaborative recreation mandate that will guide all decisions regarding the expenditure of public funding for recreation facilities to ensure decisions maximize the benefit to regional residents. It is a long-term direction – looking 25 years into the future – with near, medium and long-term actions. Focused on delivering inescapable benefits to the residents of our communities, the plan builds on the strengths of our existing recreation system and sets a path to position that system to deliver on our region's most pressing needs into the future.

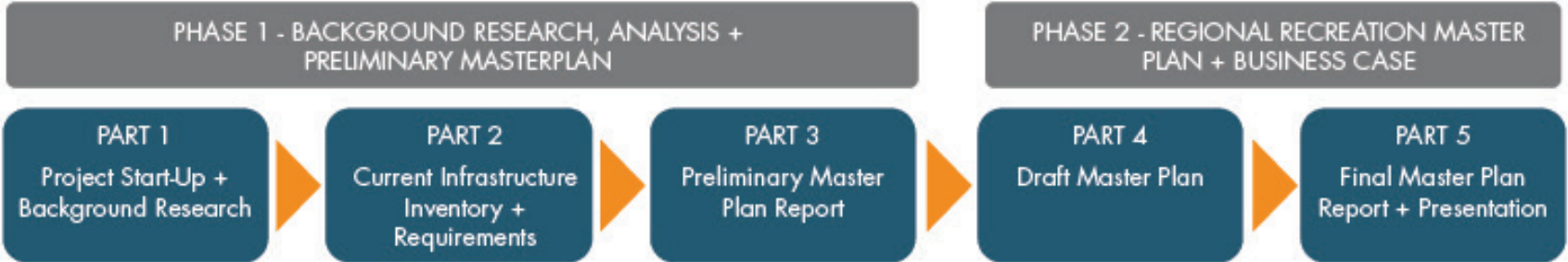
1.3. PLANNING PROCESS

Our shared plan is the result of an extensive and rigorous planning process that began in July, 2012. As illustrated by figure 2, the process included two major phases and five parts.

Our journey began by understanding the current state of recreation service delivery. The planning team undertook significant analysis of background contextual documentation and studies; identified planning drivers and reviewed sector trends in Alberta and Canada; benchmarked service levels with similar jurisdictions, inventoried both municipally owned and operated and alternative provider recreation facilities and conducted condition and functional assessments of municipally owned regional recreation facilities. The planning team then worked to understand the recreation needs of tomorrow. Meaningful engagement with

elected officials, stakeholders and the general public occurred, a thorough recreation needs assessment was undertaken and compared with the current supply of recreation opportunities and potential priorities were identified. Potential priorities were reviewed through the decision making framework to refine the potential priorities, order of magnitude costs were prepared, funding formula options were drafted and the preliminary plan was reviewed with the public and stakeholders. A geographic information system (GIS) was then utilized to explore and identify the optimal configuration of the future recreation system in relation to anticipated growth patterns, the preliminary plan was adjusted based on community input and the final plan was prepared.

Figure 2 Planning Process Diagram



1.4. ENGAGING OUR CITIZENS, PARTNERS AND STAKEHOLDERS

“Involving citizens is about creating ideas that have a better chance of working for them” (Bason, 2011). Committed to the concept of “co-creation”, we worked to provide meaningful engagement opportunities for anyone interested in the future of recreation facilities in the region. In an effort to minimize barriers to participation and ensure convenience, we applied both in-person and online engagement opportunities to engage citizens, partners, stakeholders and Council early and often throughout the planning process.

A two-staged public participation approach was applied and innovative, yet practical, engagement techniques were implemented to provide multiple entry points into the planning process. The purpose, dates and applied techniques for each stage of engagement included:

Table 1 Participation Approach

| STAGE | PURPOSE | TECHNIQUES |
|----------------------------------|---|--|
| Stage # 1 October 2012 | To identify issues, opportunities and priorities that the plan needs to address | » Council workshop » Stakeholder workshop » Online Survey » Public Open House |
| Stage # 2 January 2013 | To obtain feedback on the draft master plan. | » Regional Partnership Workshop » Online Survey » Public Open House |

1.5. DECISION MAKING FRAMEWORK

We recognize and understand the passion that is brought about by an individual’s our group’s recreation pursuits. In planning for the future of recreation in our region, we are forced to make difficult decisions in how we expend and allocate our limited fiscal capacity. It is reality that we cannot respond and effectively provide for all recreation facility “**demands**”. It is our responsibility to ensure our limited resources are expended in a manner that derives the greatest public good to our residents and meets the most pressing “**needs**”.

We are committed to objectivity, defensibility and to addressing the greatest public need when allocating funding, expending capital or pursuing major maintenance expenditures. To ensure these principles are maintained, we have based all priorities in this plan on a transparent and collaboratively developed decision making framework.

Through public survey and stakeholder, staff and elected official workshops, we refined clear decision making principles ... together. These principles are the foundation of the framework. They introduce transparency, objectivity and defensibility into our decision making process and ensure, to the extent possible, that decisions can be rationalized as the region’s “**greatest recreational needs**”.

Seven decision-making principles form the basis of the decision making framework. Each is defined opposite:

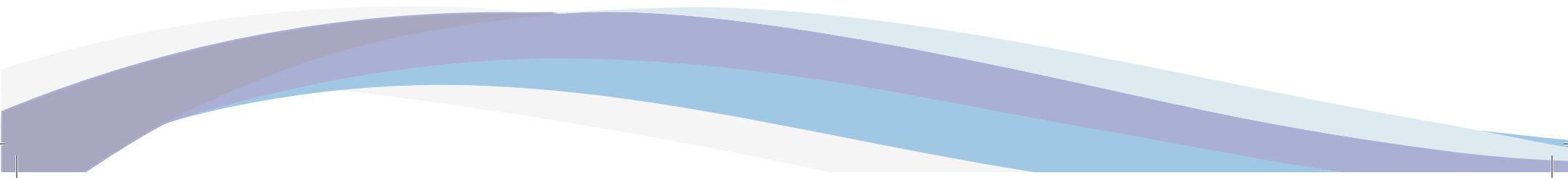


Figure 3 Decision Making Principles



Outcomes Alignment - the degree to which the proposed priority is aligned with and would contribute to the attainment of the outcomes set in this plan.

Public Benefit - the degree to which all citizens, regardless of direct utilization of the proposed priority, would benefit from its existence. This is also known as the degree of indirect benefit to all.

Demographic Trends – the extent to which demographic trends suggest the need for the proposed priority will continue.

Recreation Behavior Trends – the extent to which the recreation behavior trends suggest the need for the proposed priority will continue.

Community Demands – the extent to which the public and stakeholders identified the proposed priority during community engagements.

Capacity – the extent to which the existing usage and addition capacity of existing facilities indicate a need for the proposed priority.

Conditions & Functionality – the extent to which the conditions and functional assessment indicated a need for the proposed priority.



02 PLANNING FOUNDATIONS

2.1. REGIONAL PROFILE

Situated just north of Edmonton, St. Albert and Fort Saskatchewan, our region covers nearly 2100 square kilometers and includes the Towns of Bon Accord, Gibbons, Morinville, Legal, Redwater and Sturgeon County. We maintain a strong agricultural based economy and are home to the industrial heartland which has driven considerable growth in portions of the region. Residents travel throughout the region utilizing recreation facilities in the urban municipalities and within the County itself. The cities of St. Albert and Fort Saskatchewan also serve as recreational centers for our residents. Additionally, the Edmonton Garrison Canadian Forces Base further provides publically accessible recreation facilities. Recreation facilities, programs and related services are delivered by the municipalities and many non-government associations, organizations and the private sector.

2.2. POPULATION & DEMOGRAPHICS

Our region is likely to experience some significant changes in both population and demographics. These changes will have implications on our region's recreation needs. The following provides a summary of the notable shifts that have occurred and are anticipated over our planning horizon and have been accounted for in our plan.

2.2.1. OUR REGION IS GROWING; BUT NOT UNIFORMLY

Our regional population, according to the 2011 census, was 35,805 (see figure 4 for population distribution). If we account for Stats Canada's 3.1% undercount projection, the population of our region in 2011 would be closer to 36,915. As a whole, our region has grown by 8.8%, or 2,984 persons, over the last five years (2006-2011) - just slightly below the provincial growth rate of 10.8% (see figure 5 for population growth distribution).

Figure 4 Population Distribution 2011

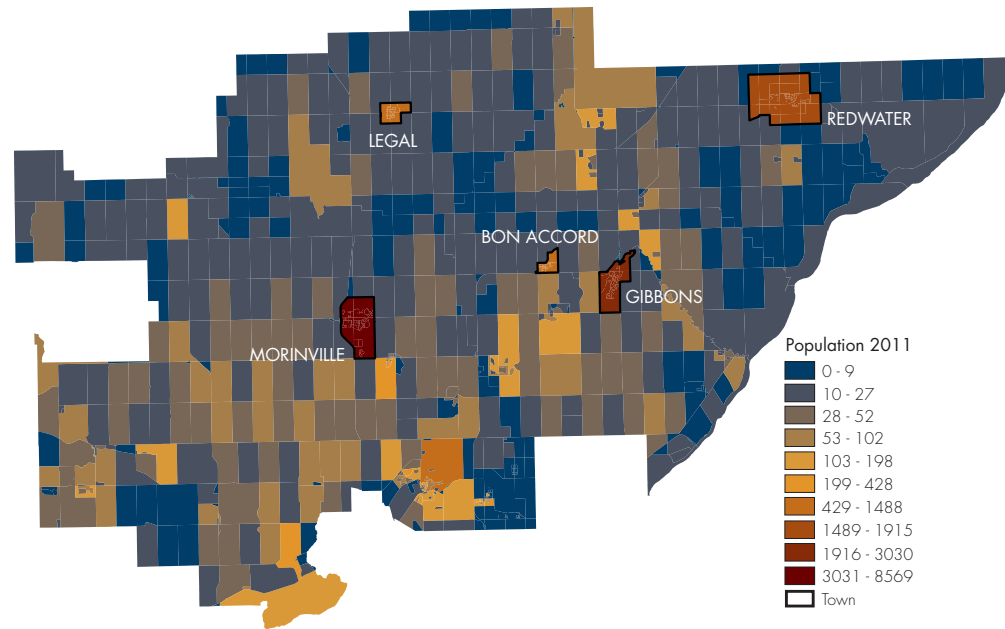
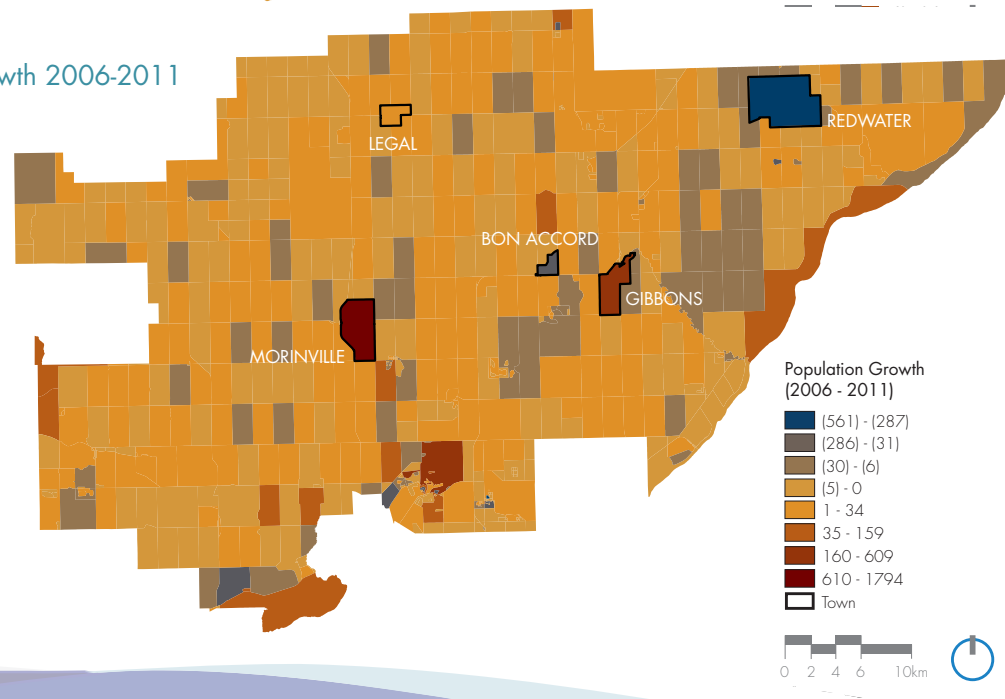


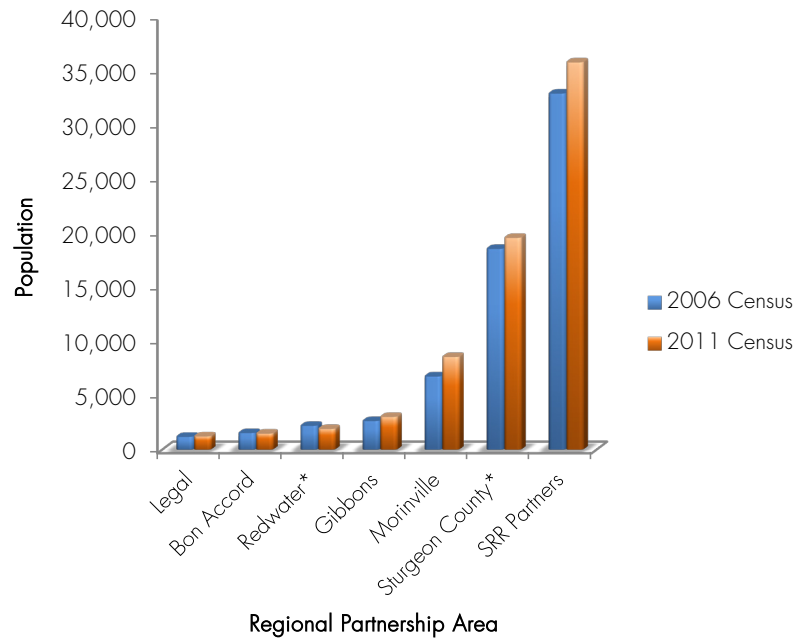
Figure 5 Distribution of Population Growth 2006-2011



Four of our six communities grew in that period; but the growth pattern was very different across the region. The highest growth rates occurred in Morinville at 26.5% and Gibbons (14.7%). Meanwhile, the populations of Redwater and Bon Accord declined by 287 (-13.0%) and 46 (-3.0%) persons respectively over the same period.

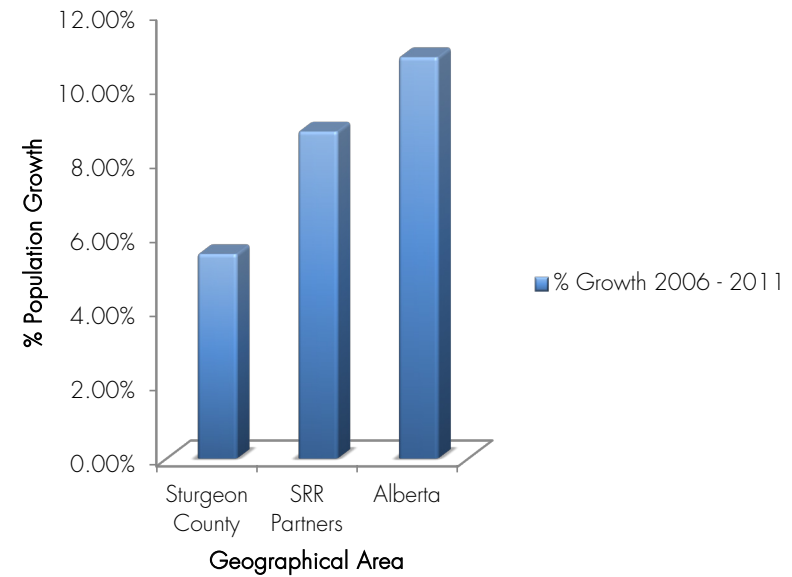
Figures 6 and 7 present the population change by community between 2006 and 2011.

Figure 6 Population Change 2006-2011



* Noted by Statistics Canada that change could be partially attributable to boundary change.

Figure 7 Percent Population Growth between 2006-2011



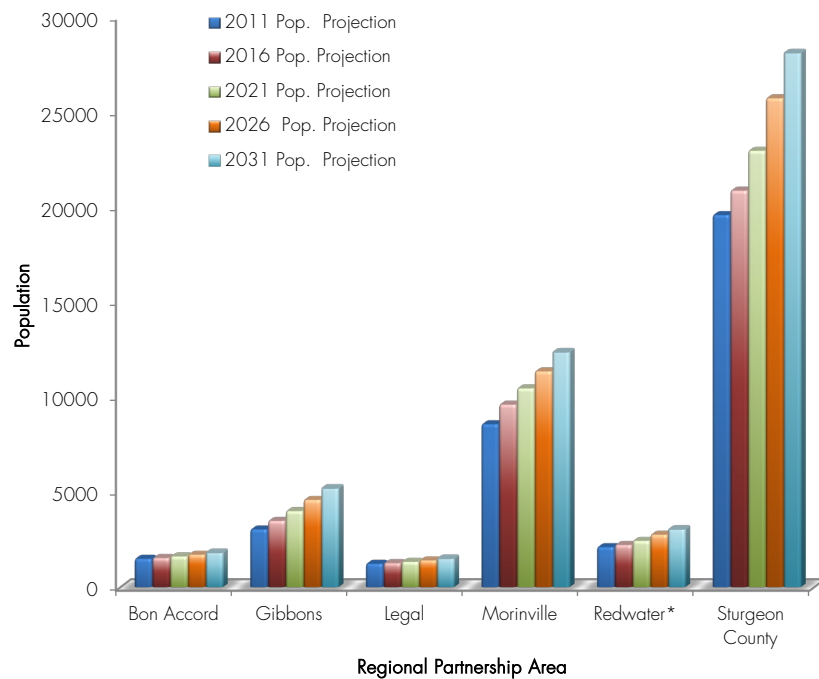
2.2.2. OUR REGION WILL CONTINUE TO GROW

Our region's population is projected to reach nearly 51,925 by 2031 if current growth patterns and future growth trends continue¹. This represents a potential increase of 16,120 citizens or 45% growth from 2011. Unlike the disproportionate growth of past years, we project future growth to occur more uniformly across our region. However, we need to recognize that major industrial projects such as the proposed North West Upgrader and other

¹ See Sturgeon Regional Recreation Master Plan Demographics Report for details on population growth rate assumptions.

projects in the industrial heartland will have growth implications for the region, especially in Gibbons, Redwater and the eastern reaches of the County. Meanwhile, potential growth of the Edmonton Garrison may have implications on settlement patterns in the south central portion of the County and for the Town of Legal given its francophone services. Potential sub-division development in Lamoureux, the proposed Villeneuve Area Structure Plan and continued growth in the Sturgeon Valley all send clear signals that our region will continue to grow, and with that growth so too will the need for additional and even more diversified recreation opportunities.

Figure 8 Population Projections and Five Year Growth % from 2011 to 2031



2.2.3. AGE DISTRIBUTION IS CHANGING

In comparison to Alberta and Canada, our region is relatively young. However, the age distribution is not uniform across our region. With the exception of Redwater (16.7%), the other five SRP communities in our region had a higher proportion of children aged birth to 14 than the province of Alberta (18.8%). Alberta’s median age of 36.5 years, far below the 41.5 years for Canada as a whole, was exceeded only by Redwater (42.2 years) and Sturgeon County (38.4 years) while the other communities were well below the provincial median age. Redwater had the highest older adult population (65+) of the SRP communities at 15.9%. In comparison, Alberta had 11.1% and Canada 14.8%.

* Statistics Canada identified the 2011 population of Redwater at 1,915, a decline of 13.0% from 2006.

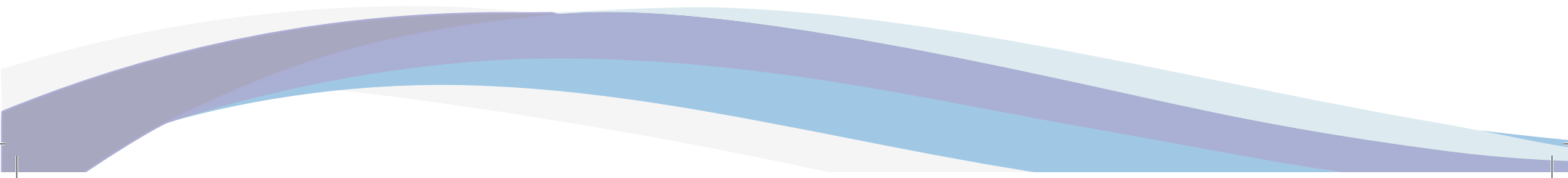


Figure 9 Median Age in 2011 by Community

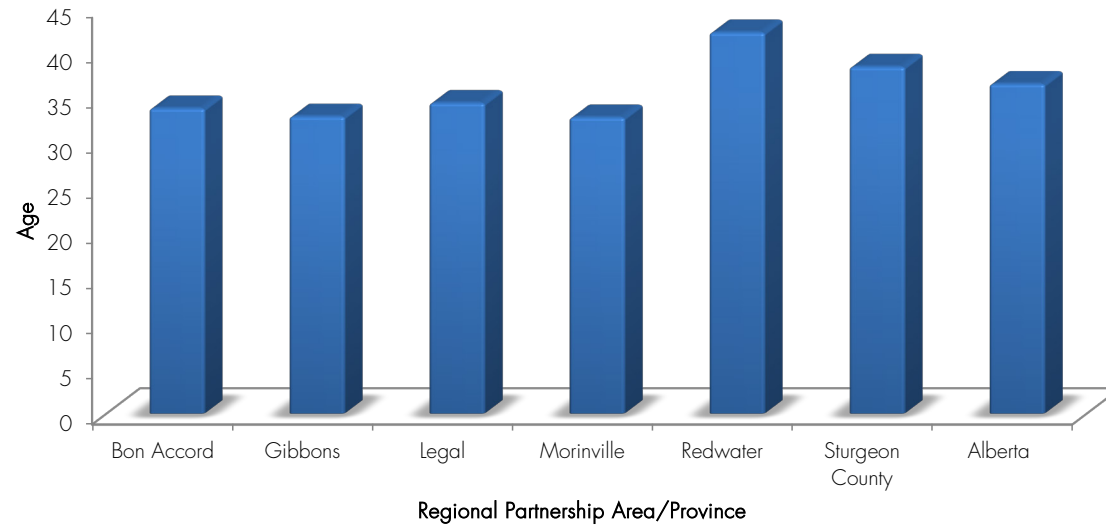
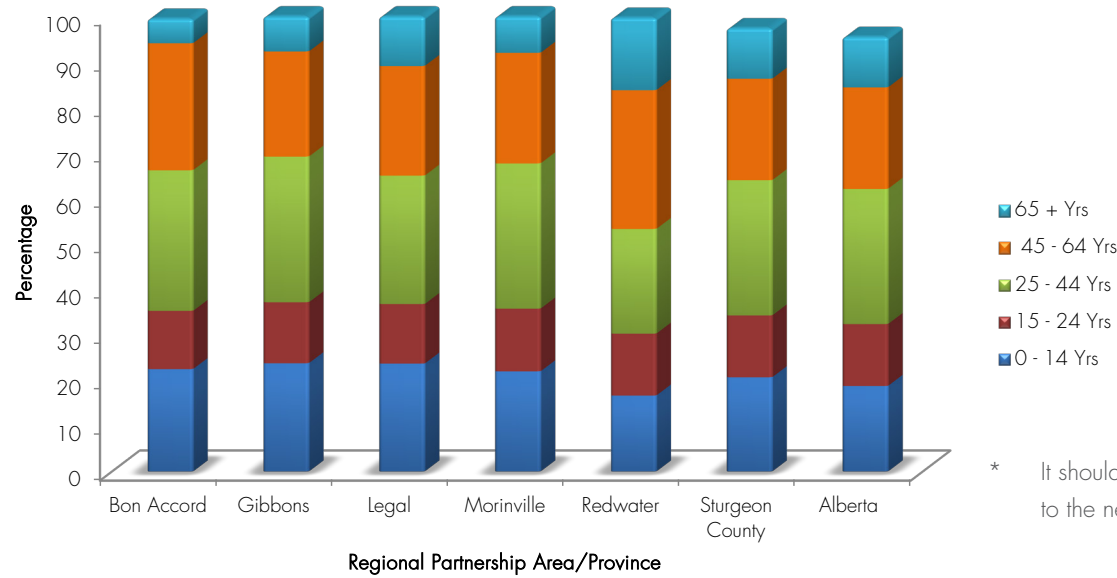


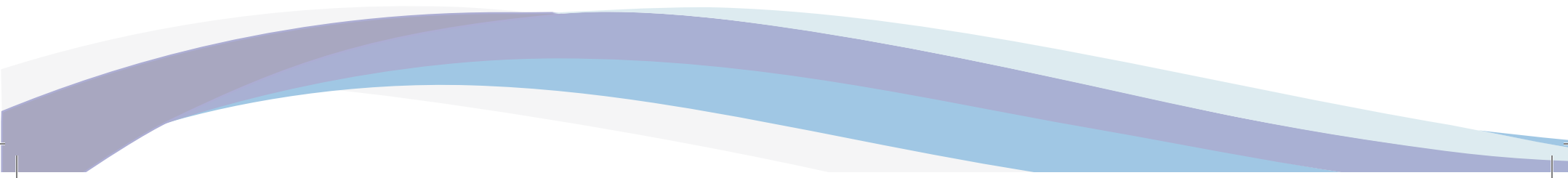
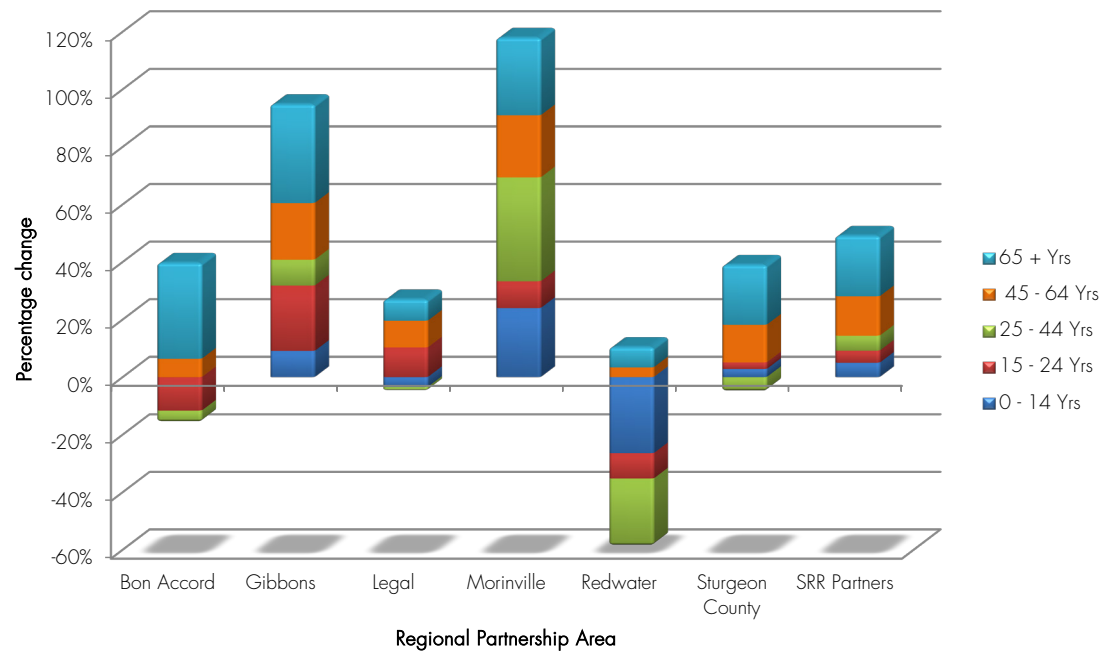
Figure 10 Age Group Breakdowns* in 2011 by Community



* It should be noted that age group counts are rounded to the nearest 5, so actual numbers may vary slightly.

Though we have a relatively young population, each of our communities saw the age 65+ population grow as individuals living in the community moved to the next cohort or additional older adults moved into the community. The fast growing communities of Morinville and Gibbons showed positive growth in all age categories, while no or slow growth communities, especially Bon Accord and Redwater, showed reductions in age groups lower than 45 years of age. The most dramatic growth in any age category occurred in the 25-44 age group in Morinville which increased by 36.1%. This signifies an inflow of young families into the community from outside. The only other community to show growth in this area was Gibbons.

Figure 11 Age Group Shifts between 2006 and 2011 Census Periods



2.2.4. RECREATION IMPLICATIONS OF REGIONAL POPULATION & DEMOGRAPHIC SHIFTS

So what does the recent and anticipated population growth patterns and shifts in age distribution mean for recreation in our region? The most notable implications include:

- Recreation activity needs are likely to shift as cohorts such as the baby boom generation continue to age.
- An increasing population will increase facility usage and, in cases where facilities are approaching or at capacity, it will drive a need for additional, or repurposed, facilities and program space.
- The supply and siting of regional and community level facilities needs to consider the geographic distribution of facilities in relation to past and anticipated population growth patterns;
- The higher proportion of children and youth in some portions of the region will increase need for age specific facilities and children and youth programming.
- Communities with higher concentrations of older adults will require facilities and programming specific to this demographic need. New or re-purposed multi-generational facilities and older adult programming spaces will be needed.
- Need for fitness opportunities and flexible unstructured spontaneous recreation opportunities is likely to in communities with higher proportions of middle aged adults and young families such as Morinville.
- The region's growing population and shifts in settlement patterns will likely increase demands on the moderate transportation system used to transport residents from home to nearby recreation opportunities.

- With many lone parent and lower-income families there will be an ongoing need to minimize barriers such as cost for access to recreation services.
- As our population becomes more ethnically diverse, the recreation needs of some ethnic groups may require different approaches to programming spaces.

2.3. POLICY

Our region is part of a larger recreation system and we affect and are affected by a variety of policies and strategies developed by our provincial and federal counterparts - some of the most influential of which are described below. We have taken the time to ensure our plan aligns with and contributes to these broader initiatives.

2.3.1. NATIONAL RECREATION STATEMENT

The 1987 National Recreation Statement was developed by the federal and provincial-territorial governments in 1987 to clarify their respective roles regarding recreation. The senior governments also clearly recognized that municipal governments are the primary public supplier of direct recreation services. More specifically, the National Recreation Statement identified that: "Municipal governments are closest to the people; they are likely to respond more flexibly, more quickly and more effectively to the needs of the community in matters of recreation."

The provincial-territorial governments identified the need to create further supportive legislation to allow municipalities to carry out their primary roles in the area of recreation. These roles included:

- Creating a local authority and municipal staff capacity to provide and manage programs, services, and indoor and outdoor amenities;
- Assessing and analyzing the broad needs of the community;
- Providing services, facilities and open spaces;
- Supporting local organizations in the overall delivery of services;
- Educating the public about the value of recreation and the availability of services in the community; and,
- Planning for the future needs of the community.

While federal government involvement has waned, the many provinces and territories have continued to play a strong role in recreation. Municipal government roles in recreation have increased significantly over the last 25 years in terms of scope, sophistication, impact and independence.

2.3.2. THE BENEFITS MOVEMENT AND CATALOGUE

The first Benefits Catalogue was developed in 1992 to encourage the parks and recreation field to think more broadly about its roles in communities across the country. It identified four major areas of benefits to citizens and communities; these were personal, social, environmental and economic. Each benefit statement was backed up by solid research evidence.

The second Benefits Catalogue was produced in 1997. It used 8 Key Messages about the value and impacts of the recreation and parks. These were:

- 1) Recreation and active living are **essential to personal health!**

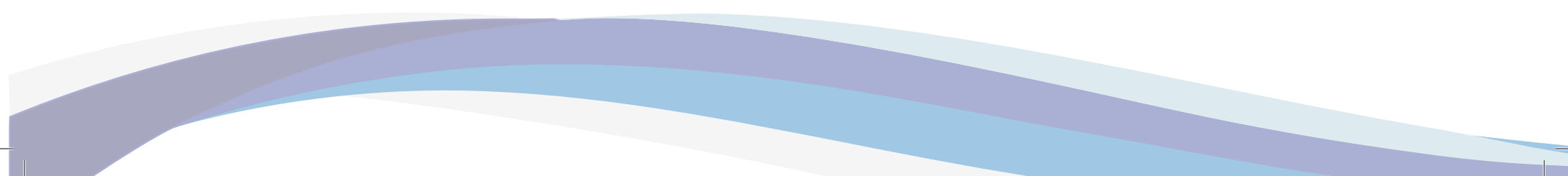
- 2) Recreation is a key to balanced **human development!**
- 3) Recreation and parks are essential to **quality of life!**
- 4) Recreation reduces self-destructive and **anti-social behavior!**
- 5) Recreation and parks build **strong families and healthy communities!**
- 6) **Pay now or pay later!** Recreation reduces health care, social service and police/justice costs!
- 7) Recreation and parks are significant **economic generators** in your community!
- 8) Parks, open space and natural area are **essential to ecological survival!**

The 8 statements were broken down into another 44 specific outcome statements that were all backed up by solid evidence.

The 1992 and 1997 CPRA Benefits Catalogues had a subtle but profound effect on the recreation and parks field, especially at the municipal level. They helped the field become more outcomes focused, and to broaden its mandate from the delivery of traditional services to the creation of individual and community benefits. In addition to being used to communicate the value of recreation and parks to citizens and decision makers, the benefits are now used by many communities as an important planning tool in identifying both outcomes and strategies. The ARPA has created a "Benefits Hub" to further identify the important benefits offered by the field. Through the clear articulation of desired outcomes, we are taking a benefits approach to the delivery of recreation services in our region.

2.3.3. ACTIVE ALBERTA 2011-2021

The Active Alberta 2011-2021 policy was developed by the Government of Alberta after extensive consultations with



organizations and individuals from the recreation, parks, active living and sports sectors. Active Alberta was intended to serve as a guide to the Province and the sectors for future policy and strategy development. Its vision was: "Albertans enjoy a high quality of life, improved health and wellness, strong communities, economic benefits and personal fulfillment through recreation, active living and sport."

Active Alberta identified 6 key Outcome areas, and identified the Strategic Priorities associated with each outcome as well as what success would look like in 10 years. The 6 Outcomes were:

- 1) Active Albertans
- 2) Active Communities
- 3) Active Outdoors
- 4) Active Engagement
- 5) Active Coordinated System
- 6) Active Pursuit of Excellence.

The role of municipal recreation and parks departments, along with the Alberta Recreation and Parks Association, were evident throughout the plan in helping to achieve each of the 6 Outcomes. Active Alberta places a great deal of emphasis on the need for coordination between the Province of Alberta, municipal governments, education, Aboriginal communities, non-profit organizations and the private sector. We have aligned our region's outcomes with those in Active Alberta.

2.3.4. LAND USE FRAMEWORK

With the approval of the Land Use Framework (2008), the province is embarking on a new era of land use planning. The Land-use Framework (LUF) sets out a new approach to managing the province's land and natural resources to achieve Alberta's long-term economic, environmental and social goals. The LUF establishes seven new land-use regions and calls for the development of a regional plan for each. The Land Use Framework establishes clear provincial outcomes for land use that are to guide the development of each regional plan, including:

- Healthy Economy Supported by our Land and Natural Resources,
- Healthy Ecosystems and Environment
- People Friendly Communities with Ample Recreational and Cultural Opportunities.

These plans will be legally binding on all municipal and provincial governments and boards. Our region falls within the North Saskatchewan Region. Our regional recreation outcomes have been aligned with and support the outcomes established in the LUF.

2.3.5. NATIONAL RECREATION SUMMIT

A ground-breaking national event was held at Lake Louise in October 2011. The National Recreation summit was a joint venture of the Canadian Parks and Recreation Association and the Inter-Provincial Sport and Recreation Council. It was organized by the Alberta Recreation and Parks Association and the Alberta Tourism, Parks and Recreation Ministry, along with a Summit Secretariat and National Advisory Committee.

Over 200 respected leaders from across Canada were brought together to discuss the challenges and opportunities facing the field. They were challenged by internationally known keynote speakers and then discussed solutions to issues and opportunities within four key themes:

- Confronting Canada's public health crisis
- Respecting nature and our environment
- Building community
- Contributing to public sector and social innovation.

After rich discussions and identifying solutions around the four themes, the fifth breakout session allowed delegates to explore themes of their own choosing. The emerging themes reflected the breadth of the delegates' backgrounds.

The delegates were all there by invitation and represented every province and territory. While the majority was from the recreation and parks field, others came from health, social services, childhood services, the environment, sport, the aboriginal community, post-secondary education, culture and the private sector.

The Summit was forward focused and resulted in the beginning steps toward a shared future. The Summit resulted in a Draft Vision for an ideal future, and a solid commitment by the key partners and stakeholders to the continued development of a National Recreation Agenda. Considerable activity has taken place toward that end, and the proceedings document is now a vital resource for the recreation and parks field and its partners in the "Quality of Life Sector".

2.4. TRENDS SUMMARY

Our region is not isolated from influences of our neighbors, the Province or the Nation. Trends are observable patterns of change, some obvious and others more subtle. They can be tracked in areas such as demographics, consumer preferences, economics, organizations and the environment. A critical element of long range planning is understanding how these trends will influence our region and its recreation needs.

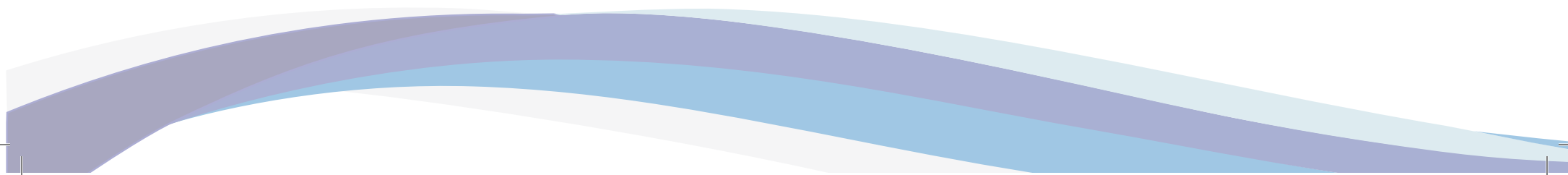
There are a number of trends that are affecting leisure lifestyles, and parks, recreation and cultural services across Alberta and Canada. Many of these trends also have implications for our region and we need to be cognizant of them. The most notable trends and their implications are summarized here.

2.4.1. DEMOGRAPHIC TRENDS

Declining Birth Rates - the Canadian birth rate is declining while Alberta's is rising. Population growth is largely attributable to immigration.

The Baby Boomers – The baby boomer cohort accounts for over one third of the Canadian population. In 2012, the oldest boomers turn 65 while the youngest turn 46, meaning one-third of the Canadian population is rapidly approaching retirement. Generally, boomers are more affluent, tend to be more active than preceding generations, and think of themselves as younger than their parents at the same age.

An Aging Population – The Canadian population is aging and will continue to do so until its peak in 2031. However, Alberta is Canada's youngest population and, with the exception of Redwater, our regional population reflects this trend. Our new



“seniors”, may be quite different than preceding older generations in their leisure choices. They are likely to be more active and will likely stay in mainstream facilities.

The Changing Family – The mix of family types is changing in Canada. Lone parent and common law couple families are growing significantly compared to married couple families while young adults are living in their parent’s homes longer than they once did.

Increasing Diversity – The Canadian and Albertan population is becoming more ethnically diverse. The proportion of visible minorities, particularly in larger urban centers such as Edmonton and Calgary, is increasing. Though slower than our urban neighbors, the proportion of visible minorities in our region is also increasing and is likely to continue to do so with expansion of the industrial heartland.

Personal Economics: The Gap Between Haves and Have Nots

– The gap between the haves and have nots continues to grow in Canada and is particularly burdening younger families with Children. Despite the majority of wealth residing with those over 50 years of age, there favorable pricing policies (e.g. senior discounts) are still common for older adults.

2.4.2. RECREATION BEHAVIOR TRENDS

Toward Informal and Individual Activities – There is a clear preference shift away from more formal and organized activities toward more informal and spontaneous pursuits. People are increasingly choosing activities that can be done individually or in small groups, at a time of the individual’s choosing, and often near or at the individual’s home. There is also growing interest in spontaneous outdoor recreation activities.

Changing Preferences and Expectations – There is a clear shift toward the experiential aspect of activities. People are seeking personal growth and meaning in the activities they choose. There is a higher expectation for personal benefit and the quality instruction, customer service, and facility cleanliness and appearance.

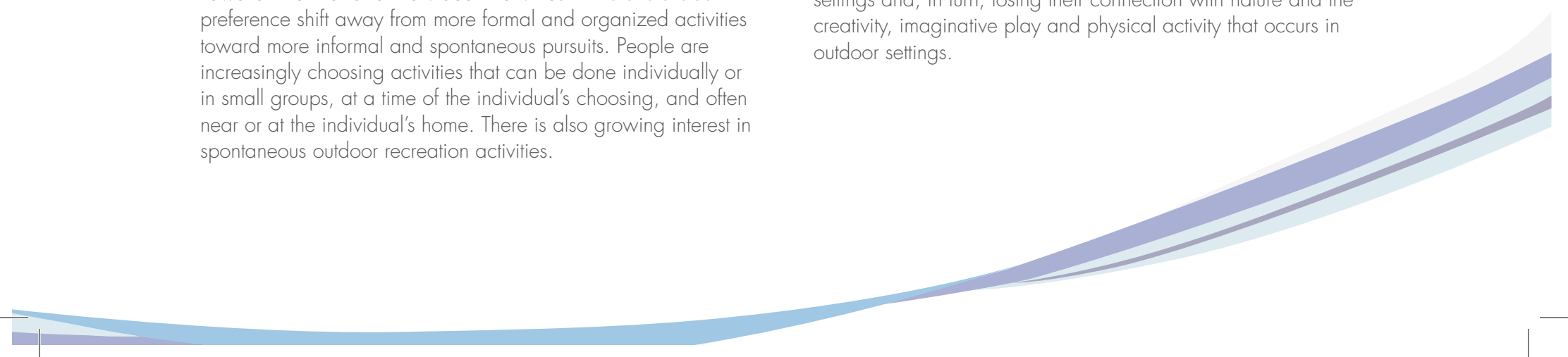
Time Segmentation – More and more people report feeling rushed. Discretionary time is available in smaller chunks where many practice “time deepening” by multi-tasking both work and leisure activities, (e.g. reading a report while on a treadmill).

Volunteerism – Volunteerism has declined in the past in Canada and recent research in Alberta suggests it continues to decline. Where volunteerism is occurring, people are more likely to be willing to volunteer for shorter term projects and tasks, as opposed to long-term commitments

Wellness and Chronic Disease – Canadian adults are generally more active than before, but they are also becoming more overweight. Older adults (65+) are becoming increasingly active, but activity levels still go down as people age.

Children and Youth Inactivity – Children and youth inactivity is growing, as are the health implications of sedentary childhoods. Recent research suggests that today’s children are 40% less active than those 30 years ago.

Nature Deficit – Fewer children are playing outside in natural settings and, in turn, losing their connection with nature and the creativity, imaginative play and physical activity that occurs in outdoor settings.



2.4.3. ORGANIZATIONAL AND WORKPLACE TRENDS

Leadership Shifts and Gaps – There are fewer younger people being attracted to join the field as a profession or being provided the opportunity to advance within the field. Attracting program, instructional and technical staff with the necessary competencies is also becoming a challenge.

Benefits Movement - Recreation is being increasingly recognized as an “essential” public service that delivers a variety of individual and community benefits and outcomes. Recreation providers are increasingly defining outcomes in their strategic planning processes, and then directing new strategies to achieve those outcomes.

Partnering – Recreation and parks services continues to function within a mixed service delivery model through partnerships with the voluntary sector. Recent trends, reflecting the broader mandate of recreation agencies, are towards the creation of partnerships with health system, social services, justice, education, the corporate sector, and community service agencies.

Alternative Delivery Systems - The recent trend is towards more contracting out of certain services, more cooperative agreements with non-profit groups and other public institutions and more public-private partnerships in the delivery of recreation services and the construction and operation of new facilities or inclusion of private operations within publically operated facilities.

Expanding Service Demands – More often, recreation professionals are working on internal integrated service teams as an integral part of addressing a myriad of social issues including responding to homelessness, drug-use for youth and young adults,

child care needs, and other issues traditionally responded to by provincially-territorially sponsored programs. This represents a significant change in the services once provided.

Accountability - Political decision makers and volunteer boards are increasingly demanding that their departments measure and demonstrate their impact on the community through performance measurement.

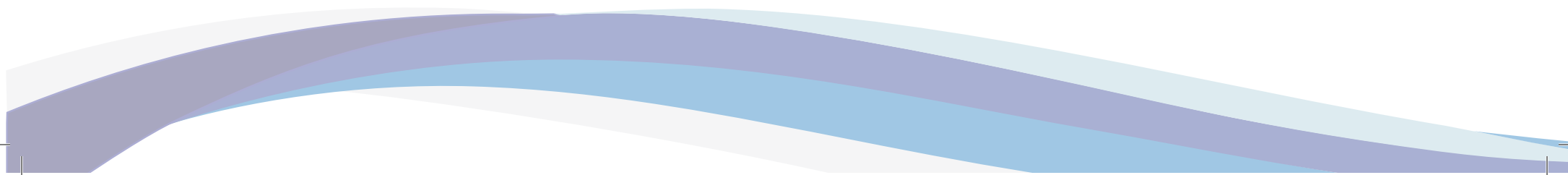
Technology – Technology is evolving rapidly and there are many applications within the recreation sector that have been adopted, while many remain to be explored.

Broad Workplace Shifts - Increases in weekday use of recreation facilities and open spaces, especially drop-in casual use, are occurring, in part, due to flexible work schedules, growing self-employment and part-time workers.

2.4.4. INFRASTRUCTURE TRENDS

Aging Infrastructure and Funding - Many of Canada’s recreation and park facilities are aging and deteriorating rapidly as they were built as Centennial projects in 1967, or in a second wave of facility construction in the 1980’s and have had limited preventative maintenance programs.

Facility Shifts- There has been a clear shift away from single purpose, isolated facilities, towards more multi-purpose, multi-generational facilities that combined a number of uses, for people of different age cohorts. These facilities are now being designed to serve as community hubs.



Expanded Facility Roles – Recreation facilities are now playing a greater role in attracting tourism and in economic development. They are also serving as centers for services and programming by partner disciplines such as health, education and social services.

2.4.5. ENVIRONMENTAL TRENDS

Growing Sense of Stewardship - The environment has remained on the agenda of individual Canadians. Parks and recreation departments will continue to be challenged on their stewardship practices and efforts to mitigate environmental impacts of construction and operations.

Interest in the Environment - There is heightened interest in environmental activities and learning, including an interest in learning about local plants, animals and ecosystems.

Green Buildings - It is now common practice to ensure that new facilities are designed and constructed, or retrofitted, to reduce energy and resource consumption. LEED (Leadership in Energy and Environmental Design) certification has become a common benchmark; however, many communities have ensured that green building design standards are incorporate in all significant capital projects, even if certification is not sought.

Climate Change – It is now accepted that climate change is occurring. Recreation and parks departments are now beginning to consider climate change adaptation plans while still taking steps to reduce carbon emissions.





03 STATE OF RECREATION IN THE REGION

3.1. REGIONAL RECREATION SYSTEM

Our resident's recreation desires are met through services offered by a spectrum of recreation providers. Municipally owned and operated recreation facilities are but one part of a larger regional recreation system that collectively serve our residents and visitors. This system is comprised of providers in the:

- Private sector – targets markets that can afford to pay for recreation services that mostly benefit direct participants.
 - Not-for-profit volunteer sector – is often the delivery mechanism of a broad range of recreation facilities, and recreation related, programs and may rely on access to municipally owned facilities. In some cases, the municipal sector provides funding, through grants, to the not-for-profit sector for the delivery of recreation programs.
 - Other Public Institutions – other public institutions such as the Edmonton Garrison and schools don't have a direct mandate to provide recreation services to the general public, but their facilities are often utilized as public recreation resources through joint-use agreements or other arrangements.
- Provincial Government – is not typically responsible for the delivery of recreation services, facilities or programs outside of provincial parks and protected areas. The provincial government provides policy direction and funding programs to help facilitate the provision of quality recreation services.
 - Federal Government – through the recreation facilities at the Edmonton Garrison, the federal government provides recreation opportunities to Canadian Forces employees and their families as well as other civilian residents who join the Community Recreation Association.

We recognize that no single recreation provider can meet all of the needs our residents have. To effectively service the needs of our collective markets, we must work together to understand the differences, as well as the synergies, between our mandates while seizing the opportunities for collaboration. Further, we recognize that each provider is driven by different interests, clients and in some cases, legislative responsibilities and that clear mandates ought to be defined in order to maximize the public benefit and minimize redundancies and duplications in services that waste valuable fiscal capacity. The focus of this plan is on municipally owned and operated recreation facilities; however, we have considered the supply of facilities supplied by "alternative providers" when setting priorities in this plan.

3.2. RECREATION FACILITY SUPPLY, CONDITIONS & FUNCTIONALITY

3.2.1. RECREATION FACILITY SUPPLY

Before we could begin to think about the future, we needed to take some time to understand the supply, distribution and condition of current recreation facilities in the region. As our plan is focused on municipally owned and operated recreation facilities, a detailed facility inventory and a high level condition and functional assessment was undertaken on each municipally owned and operated facilities², while facilities owned and operated by alternative providers were only inventoried. A total of 90 municipally owned and operated recreation facilities were inventoried and assessed while 137 facilities owned and operated by alternative providers were inventoried (see Table 2).

The inventory spatially located the facilities, recorded their size and classified them by facility type. The current supply of regional recreation facilities is presented in Table 2. Figures 12 and 13 illustrate the current distribution of the facilities throughout our region.

2 The contribution of facilities owned and operated by alternative providers was considered in the inventory, but condition and functional assessments were not completed on those facilities as part of this study.

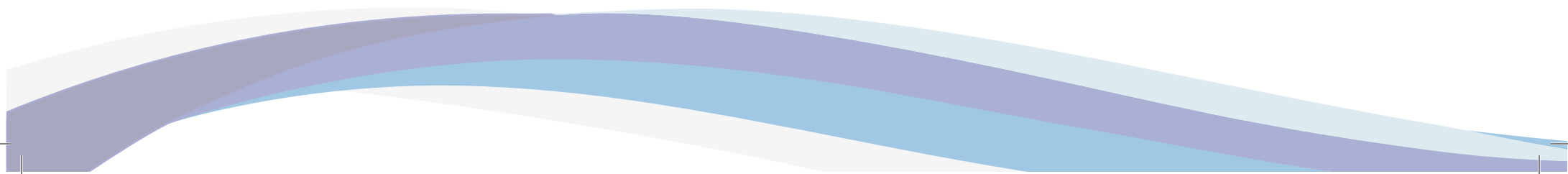


Table 2 Current Supply of Regional Recreation Facilities

| FACILITY TYPE | | MUNICIPALLY OWNED / OPERATED FACILITIES | ALTERNATIVE PROVIDER FACILITIES | TOTAL FACILITIES |
|--|---------------------|---|---------------------------------|------------------|
| Arena | Hockey (sheets) | 5 | 4 | 9 |
| | Curling (sheets) | 4 (15) | 1 (6) | 4 (21) |
| Athletic Field / Court | Softball / Baseball | 23 | 13 | 36 |
| | Soccer - outdoor | 22 | 15 | 37 |
| | Tennis | 4 | 9 | 13 |
| | Beach Volleyball | 4 | 0 | 4 |
| | Basketball | 2 | 10 | 12 |
| Special Use Facility | Skateboard / BMX | 4 | 1 | 5 |
| | Spray / Splash Park | 2 | 1 | 3 |
| Cultural Center | | 3* | | 3 |
| Community Hall | | 1 | 22 | 23 |
| Outdoor Rink | | 4 | 7 | 11 |
| Indoor Field House | | 0 | 1 | 1 |
| Indoor Pool | | 0 | 1 | 1 |
| Outdoor Pool | | 1 | 0 | 1 |
| Gymnasium | | 0 | 13 | 13 |
| Agriplex (multi-purpose space for agricultural activities) | | 0 | 1 | 1 |
| Museum | | 0 | 3 | 3 |
| Golf Course | | 0 | 12 | 12 |
| Library | | 0 | 5 | 5 |

* Gibbons cultural center is under construction.

Figure 12 Inventory of Municipal Recreation Facilities

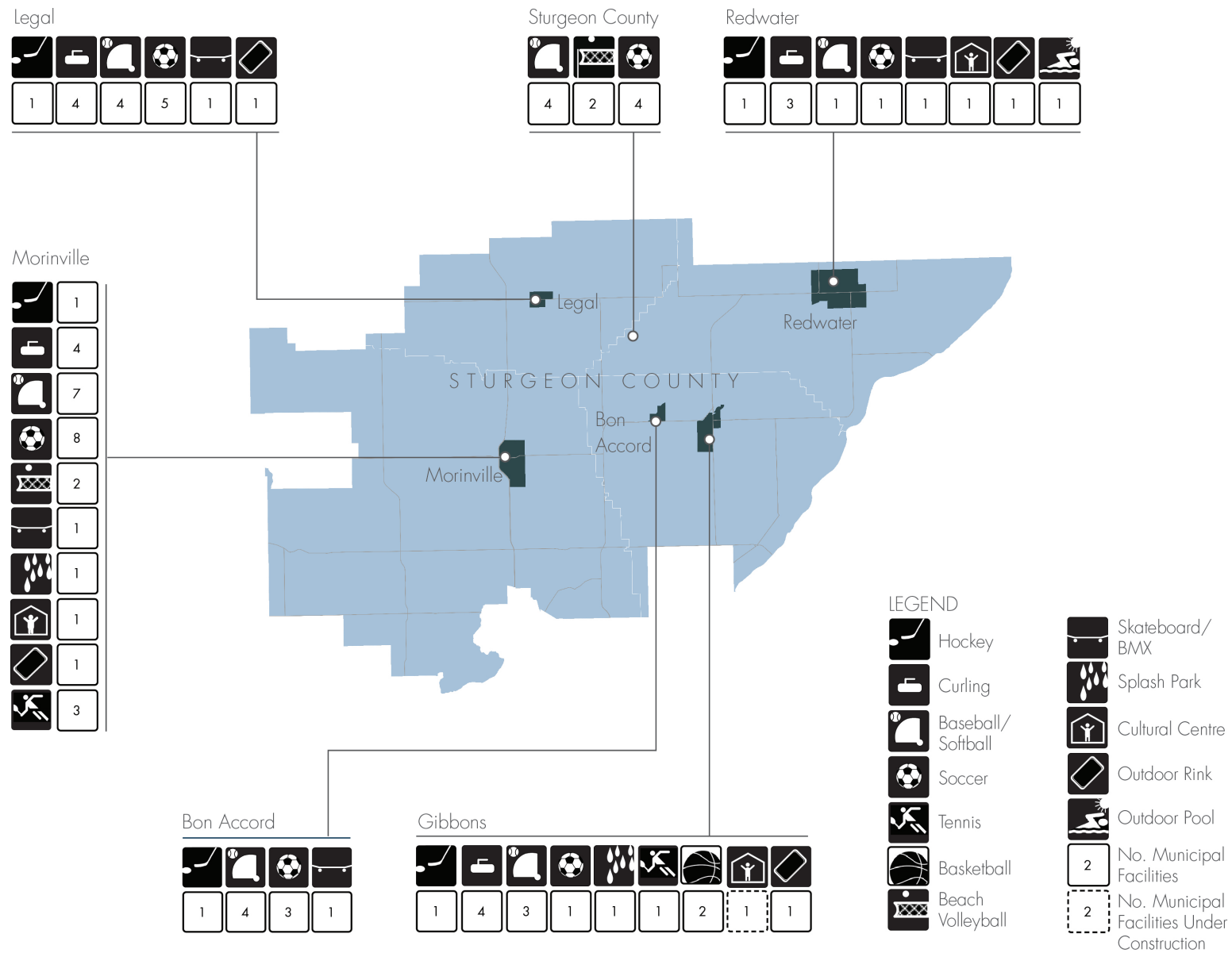
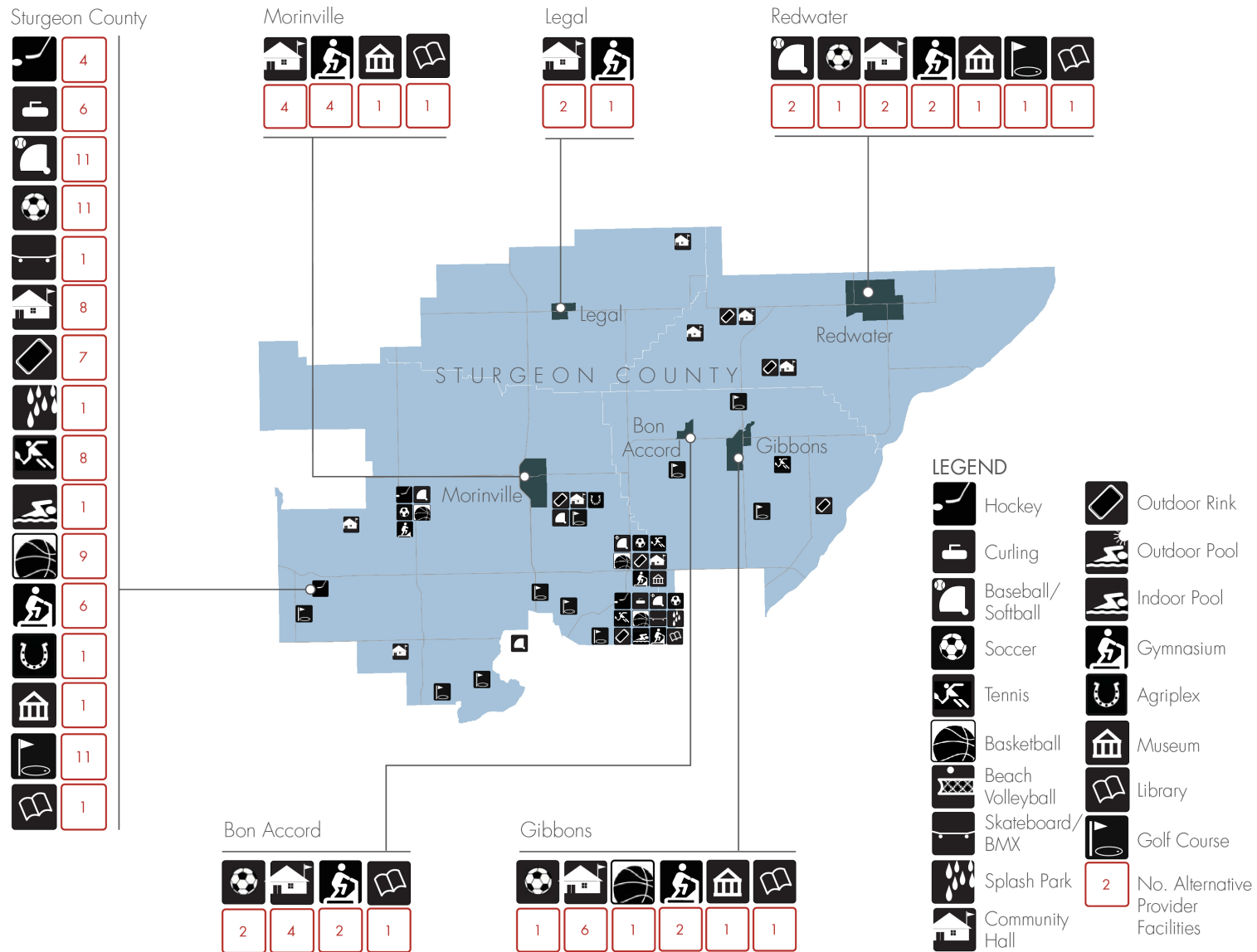


Figure 13 Inventory of Alternative Provider Recreation Facilities



3.2.2. FACILITY CONDITIONS AND FUNCTIONALITY

Following the facility inventory, we undertook a high level facility conditions and functionality assessment. Traditional level of service assessments typically use pre-determined facility / population ratios to assess current service provision. This approach neglected to account for the many factors, beyond the number of facilities and the condition of the asset, that influence the quality of recreation servicing. Instead, we have applied a Composite Values Level of Service approach in our facility condition and functionality assessment.

The conditions assessment examined each facility as a whole to identify major areas of maintenance concern, remaining useful life and replacement value. Overall condition ratings were assigned to each facility (see Appendix A for condition definitions). Through this assessment, we learned that:

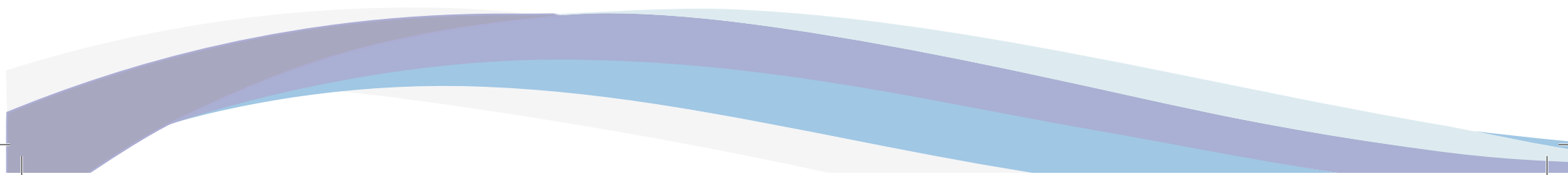
- The majority of the facilities are being maintained to an acceptable standard, while there are some facilities that need to be improved.
- 81% of the facilities were in good to average condition.
- 15% of the facilities were in fair to poor condition.
- 3% were in very good condition.
- Of the 15% of the facilities that were rated as fair to poor condition, the majority were sports fields with the remaining representing outdoor rinks and a skate board park.
- None of the major indoor facilities were rated in fair to poor condition.

The replacement value of the region's municipally owned and operated facilities are valued at 69.9 million dollars. An overall depreciation of 31.1% was calculated based on the effective age of the assets (which takes in consideration the maintenance of the

asset along with the effective age of the asset) and the quality of the construction of the asset. This overall depreciation reduces the asset replacement value by 22.0 million dollars, resulting in a 47.9 million dollar depreciated value of the major assets. These figures show that the majority of the major assets are generally less than 50% of the effective age, but are moving towards mid-life of their effective age and service life. Facilities valued over ½ million dollars, have an average depreciation of 28%. This facility group heavily weighs (represents 84% of the overall asset replacement value) the overall depreciation of the facility portfolio. The investment by the county in maintenance and capital renewal of their primary assets appears to be at a reasonable level given that the effective age is less than the actual age of the primary assets. The assets valued at less than ½ million dollars, which are generally are the sports fields and special use facilities, has received less maintenance and capital renewal by comparison to the primary assets of the overall portfolio.

Next, we considered the functionality of each facility. Understanding how well the facility functions in relation to its intended purpose is as important to understanding the current condition of the facility. Determining the functionality of a recreation facility requires the investigation of a range of factors that, when combined, improve the function of the facility and ultimately the quality of the user experience. Such factors included:

- The geographical location of the facility relative to its users,
- Accessibility of the facility for people with mobility constraints,
- Presence of amenities within to enhance the comfort and convenience of users (e.g. bleachers, washrooms, canteen etc.),
- Elements to extend the use of facilities (e.g. outdoor lighting), and the
- Capacity of the facility to avoid overcrowding.



Each factor was assessed and scored independently and then aggregated with the condition rating and indexed to produce an overall Composite Quality Rating that accounted for both the condition and function of each facility. Key findings were:

- 27% of facilities were exceeding expectations,
- 56% of facilities were meeting expectation,
- 13% of facilities were below expectations, and
- Many facilities that are currently classified as “meeting expectations” could drop to a “below expectations” rating if maintenance and upgrade concerns are not addressed.

Table 3 summarizes key information about each municipally owned and operated facility.

Table 3 Summary of Municipally Owned Facility

| MUNICIPALITY | FACILITY TYPE | ACTIVITY TYPE | REMAINING USEFUL LIFE | COMPOSITE QUALITY RATING | MAINTENANCE / UPGRADE PRIORITIES |
|--------------|----------------------|---------------|-----------------------|--------------------------|---|
| BONACCORD | Arena | Hockey | 16 | Meets Expectations | <ol style="list-style-type: none"> 1. Study cause of the cracks and displacement in the slab on grade flooring and make recommendations based on the study findings, 2. Re-insulate the building interior walls, 3. Repair the building envelope leaks, 4. Replace original building wiring and electrical panels, 5. Replace the 8 damaged sections of chain link fence on the east and west site |
| BONACCORD | Sports Field - Court | Baseball | 18 | Meets Expectations | None recommended. |
| BONACCORD | Sports Field - Court | Baseball | 13 | Meets Expectations | None recommended. |
| BONACCORD | Sports Field - Court | Baseball | 3 | Meets Expectations | None recommended. |
| BONACCORD | Sports Field - Court | Baseball | 13 | Meets Expectations | None recommended. |
| BONACCORD | Sports Field - Court | Soccer | 13 | Meets Expectations | None recommended. |
| BONACCORD | Sports Field - Court | Soccer | 13 | Meets Expectations | None recommended. |

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| MUNICIPALITY | FACILITY TYPE | ACTIVITY TYPE | REMAINING USEFUL LIFE | COMPOSITE QUALITY RATING | MAINTENANCE / UPGRADE PRIORITIES |
|-----------------|----------------------|------------------|-----------------------|--------------------------|--|
| BONACCORD | Sports Field - Court | Soccer | 13 | Meets Expectations | Repair high spot in field (approximately 50 square feet). |
| BONACCORD | Sports Field - Court | | 13 | Meets Expectations | 1. Repair spalled, cracked and depressed areas of asphalt surface, 2. Repair localized accessory damage. |
| STURGEON COUNTY | Sports Field - Court | Softball | 10 | Meets Expectations | None recommended. |
| STURGEON COUNTY | Sports Field - Court | Softball | 10 | Meets Expectations | None recommended. |
| STURGEON COUNTY | Sports Field - Court | Softball | 10 | Meets Expectations | None recommended. |
| STURGEON COUNTY | Sports Field - Court | Softball | 10 | Meets Expectations | None recommended. |
| STURGEON COUNTY | Sports Field - Court | Beach Volleyball | 2 | Meets Expectations | None recommended. |
| STURGEON COUNTY | Sports Field - Court | | 2 | Meets Expectations | None recommended. |
| STURGEON COUNTY | | | 2 | Meets Expectations | None recommended. |
| STURGEON COUNTY | Sports Field - Court | Soccer | 10 | Meets Expectations | None recommended. |
| STURGEON COUNTY | Sports Field - Court | Soccer | 10 | Meets Expectations | None recommended. |
| STURGEON COUNTY | Sports Field - Court | Soccer | 10 | Meets Expectations | None recommended. |
| STURGEON COUNTY | Sports Field - Court | Soccer | 10 | Meets Expectations | None recommended. |
| GIBBONS | Arena | Hockey | 18 | Meets Expectations | 1. Conduct a study to determine the cause of the moisture retention resulting in the peeling paint on the north and west interior walls, and make recommendations based on the study findings, 2. Conduct an electrical study and make recommendations based on the study findings. |

| MUNICIPALITY | FACILITY TYPE | ACTIVITY TYPE | REMAINING USEFUL LIFE | COMPOSITE QUALITY RATING | MAINTENANCE / UPGRADE PRIORITIES |
|--------------|----------------------|------------------|-----------------------|--------------------------|---|
| GIBBONS | Sports Field - Court | Baseball | 13 | Meets Expectations | The number 1 baseball diamond is within the construction zone of the new Cultural Centre. |
| GIBBONS | Sports Field - Court | Baseball | 13 | Exceeds Expectations | None recommended. |
| GIBBONS | Sports Field - Court | Baseball | 13 | Exceeds Expectations | None recommended. |
| GIBBONS | Sports Field - Court | Baseball | 13 | Exceeds Expectations | None recommended. |
| GIBBONS | Sports Field - Court | Basketball | 0 | Below Expectation | Replace asphalt surface if this surface is required for continued activities. |
| GIBBONS | Sports Field - Court | | 0 | Below Expectation | Replace batting cage if required for continued activities. |
| GIBBONS | Outdoor Rink | Hockey | 3 | Below Expectation | Replace rink asphalt surface and wooden boards. |
| GIBBONS | Sports Field - Court | Soccer | 13 | Meets Expectations | None recommended. |
| GIBBONS | Special Use Facility | Spray Park | 21 | Exceeds Expectations | None recommended. |
| GIBBONS | Sports Field - Court | Tennis | 18 | Exceeds Expectations | None recommended. |
| GIBBONS | Sports Field - Court | Basketball | 8 | Meets Expectations | None recommended. |
| GIBBONS | Community Centre | | 12 | Meets Expectations | None recommended. |
| LEGAL | Arena | Hockey | 10 | Meets Expectations | <ol style="list-style-type: none"> 1. Conduct repairs to existing bubbles on the SBS section of the roof, above the Arena lobby. 2. Enlarge players' boxes. 3. Update dressing rooms. |
| LEGAL | Arena | Curling | 11 | Meets Expectations | <ol style="list-style-type: none"> 4. Study the cause of the west wall peeling paint. Recommend repairs and costs based on the study findings, 5. Conduct repairs to existing bubbles on the roof above the ice sheets. |
| LEGAL | Sports Field - Court | Baseball | 13 | Meets Expectations | None recommended. |
| LEGAL | Sports Field - Court | Baseball | 13 | Meets Expectations | None recommended. |
| LEGAL | Sports Field - Court | Baseball | 13 | Meets Expectations | None recommended. |
| LEGAL | Outdoor Rink | Hockey | 15 | Meets Expectations | None recommended. |
| LEGAL | Special Use Facility | Skateboard / BMX | 24 | Meets Expectations | None recommended. |
| LEGAL | Sports Field - Court | Soccer | 13 | Meets Expectations | None recommended. |

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| MUNICIPALITY | FACILITY TYPE | ACTIVITY TYPE | REMAINING USEFUL LIFE | COMPOSITE QUALITY RATING | MAINTENANCE / UPGRADE PRIORITIES |
|--------------|----------------------|------------------|-----------------------|--------------------------|---|
| LEGAL | Sports Field - Court | Soccer | 13 | Meets Expectations | None recommended. |
| LEGAL | Sports Field - Court | Soccer | 13 | Meets Expectations | None recommended. |
| LEGAL | Sports Field - Court | Soccer | 13 | Meets Expectations | None recommended. |
| LEGAL | Sports Field - Court | Soccer | 13 | Meets Expectations | None recommended. |
| LEGAL | Community Centre | | 31 | Meets Expectations | None recommended. |
| LEGAL | Sports Field - Court | Baseball | 13 | Meets Expectations | None recommended. |
| MORINVILLE* | Arena | Hockey | 5 | Meets Expectations | 1. Replace original ice rink piping, 2. Repair roofing leaks 3. Internal repairs on columns and water damage. |
| MORINVILLE | Arena | Curling | 22 | Meets Expectations | Replace curling rink built up bituminous roofing |
| MORINVILLE | Community Centre | | 44 | Exceeds Expectations | None recommended. |
| MORINVILLE | Outdoor Rink | Hockey | 24 | Exceeds Expectations | None recommended. |
| MORINVILLE | Special Use Facility | Spray Park | 24 | Exceeds Expectations | Explore and pursue feasible water conservation or recirculation strategies. |
| MORINVILLE | Sports Field - Court | Softball | 13 | Exceeds Expectations | None recommended. |
| MORINVILLE | Sports Field - Court | Softball | 13 | Exceeds Expectations | None recommended. |
| MORINVILLE | Sports Field - Court | Softball | 13 | Exceeds Expectations | None recommended. |
| MORINVILLE | Sports Field - Court | Softball | 13 | Exceeds Expectations | None recommended. |
| MORINVILLE | Special Use Facility | Skateboard / BMX | 14 | Exceeds Expectations | None recommended. |
| MORINVILLE | Sports Field - Court | Soccer | 3 | Below Expectation | Re-grade field and replace surface. |
| MORINVILLE | Sports Field - Court | Soccer | 3 | Below Expectation | Re-grade field and replace surface. |
| MORINVILLE | Sports Field - Court | Soccer | 3 | Below Expectation | Re-grade field and replace surface. |
| MORINVILLE | Sports Field - Court | Soccer | 3 | Below Expectation | Re-grade field and replace surface. |
| MORINVILLE | Sports Field - Court | Softball | 3 | Below Expectation | If field is to be used, Re-grade and replace surface. |
| MORINVILLE | Sports Field - Court | Softball | 13 | Meets Expectations | None recommended. |
| MORINVILLE | Sports Field - Court | Softball | 13 | Meets Expectations | None recommended. |
| MORINVILLE | Sports Field - Court | Soccer | 3 | Meets Expectations | None recommended. |

| MUNICIPALITY | FACILITY TYPE | ACTIVITY TYPE | REMAINING USEFUL LIFE | COMPOSITE QUALITY RATING | MAINTENANCE / UPGRADE PRIORITIES |
|--------------|----------------------|------------------|-----------------------|--------------------------|---|
| MORINVILLE | Sports Field - Court | Soccer | 3 | Meets Expectations | None recommended. |
| MORINVILLE | Sports Field - Court | Soccer | 11 | Meets Expectations | None recommended. |
| MORINVILLE | Sports Field - Court | Soccer | 11 | Meets Expectations | None recommended. |
| MORINVILLE | Sports Field - Court | Soccer | 13 | Meets Expectations | None recommended. |
| MORINVILLE | Sports Field - Court | Soccer | 13 | Meets Expectations | None recommended. |
| MORINVILLE | Sports Field - Court | Soccer | 13 | Meets Expectations | None recommended. |
| MORINVILLE | Sports Field - Court | Soccer | 3 | Below Expectation | Re-grade soccer pitch after construction is completed. |
| MORINVILLE | Sports Field - Court | Soccer | 3 | Below Expectation | Re-grade soccer pitch after construction is completed. |
| MORINVILLE | Sports Field - Court | Soccer | 18 | Meets Expectations | None recommended. |
| MORINVILLE | Sports Field - Court | Soccer | 13 | Meets Expectations | None recommended. |
| MORINVILLE | Sports Field - Court | Tennis | 3 | Below Expectation | Remove existing asphalt and base, and reconstruct court. |
| MORINVILLE | Sports Field - Court | Tennis | 0 | Below Expectation | Current court is unusable. |
| MORINVILLE | Sports Field - Court | Tennis | 0 | Below Expectation | Current court is unusable. |
| REDWATER | Arena | Hockey | 27 | Exceeds Expectations | None recommended. |
| REDWATER | Outdoor Rink | Hockey | 0 | Below Expectation | Re-surface the outdoor rink |
| REDWATER | Sports Field - Court | Baseball | 13 | Meets Expectations | None recommended. |
| REDWATER | Sports Field - Court | Soccer | 13 | Meets Expectations | None recommended. |
| REDWATER | Outdoor Pool | | 10 | Meets Expectations | Repair underwater chips and cracks. |
| REDWATER | Special Use Facility | Skateboard / BMX | 3 | Below Expectation | If skateboard Park is to be used, replace asphalt surface and accessories |

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3.2.3. FACILITY CONDITION AND FUNCTIONAL ASSESSMENT IMPLICATIONS

From this analysis of municipally owned and operated facilities, we know that:

- We have a tremendous supply of recreation facilities within the region worth a combined \$47.9 million (replacement value),
- Our facilities are aging but, for the most part, our maintenance regimes have kept the facilities in an acceptable state,
- The average remaining useful life of our facilities is 11 years, but remaining useful life varies greatly by facility,
- The majority of the region's soccer and baseball / softball facilities will reach the end of their useful life in the next 10-15 years,
- Existing hockey and curling facilities will remain viable for approximately the next 15 years with appropriate maintenance,
- Increased emphasis needs to be placed on the upkeep of our region's aging facilities including sports fields, special use facilities and other outdoor facilities.

Though our facilities have served our respective communities very well to date, their age, recent and anticipated regional population growth and evolving recreation trends demand a strategic approach to facility maintenance, rationalization, repurposing or new development.

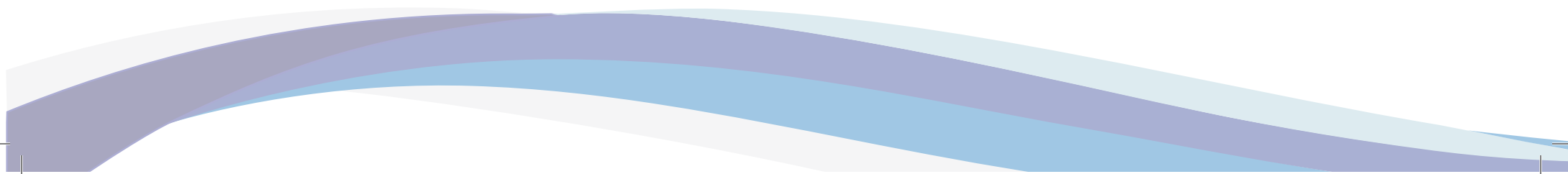
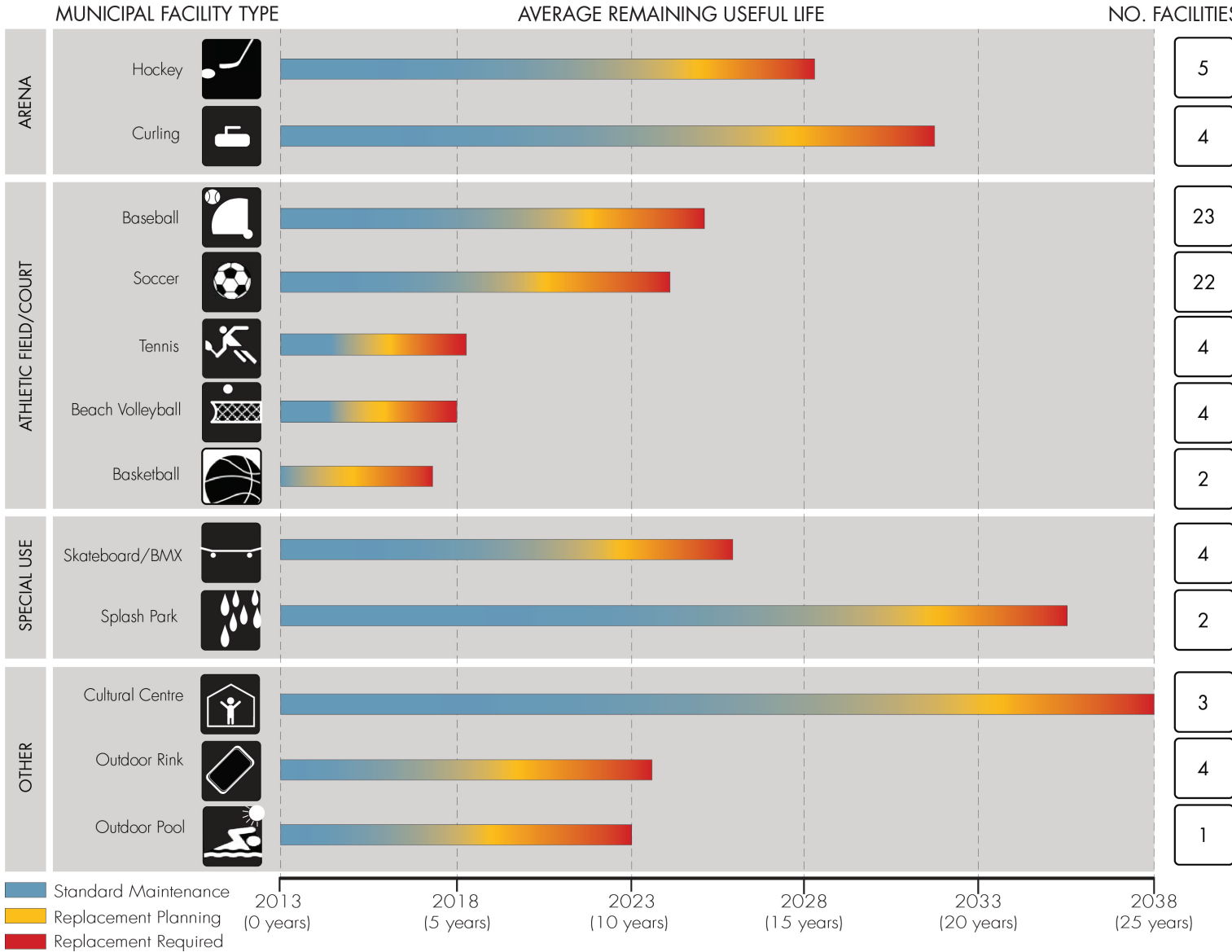


Figure 14 Average Remaining Useful Life Grouped by Facility Type



3.2.4. GEOGRAPHIC DISTRIBUTION OF FACILITIES

Experience tells us that the location and distribution of recreation facilities is an important determinant of their utilization. The more accessible the facility is to intended markets, the more likely it is to receive significant use and, in turn, the more likely the community is to experience the benefits of recreation. Spatial analysis was used to evaluate the current distribution of recreation facilities that meet or exceed expectations in relation to the region's population distribution. The analysis only considered facilities within the region and did not account for distribution of facilities in St Albert, Spruce Grove or Ft Saskatchewan.

As illustrated by Table 4 and Figures 14 a review of the geographic distribution of municipally owned and operated recreation facilities suggests that:

- Facilities are relatively well distributed to serve the region,
- The majority of the population has reasonable or good access to hockey arenas, curling rinks and softball / baseball and outdoor soccer fields,
- The population has noticeably less access to municipal spontaneous recreation facilities such as tennis courts, basketball diamonds and outdoor rinks,
- Residents have poor access to outdoor swimming opportunities,
- Residents have no access to municipal indoor swimming opportunities or an indoor field house,
- Residents have no access to an indoor field house within the region.
- It is important to recognize the role alternative provider facilities in the spatial distribution of recreation facilities (recognizing that the condition and functionality of these facilities were not evaluated).
Alternative providers:

- Contribute significantly to ensuring convenient access to recreation facilities – particularly for County residents,
- Increase the diversity of recreation opportunities in the region,
- The location of the only indoor swimming pool and indoor field house in the region poorly serves the regional population,

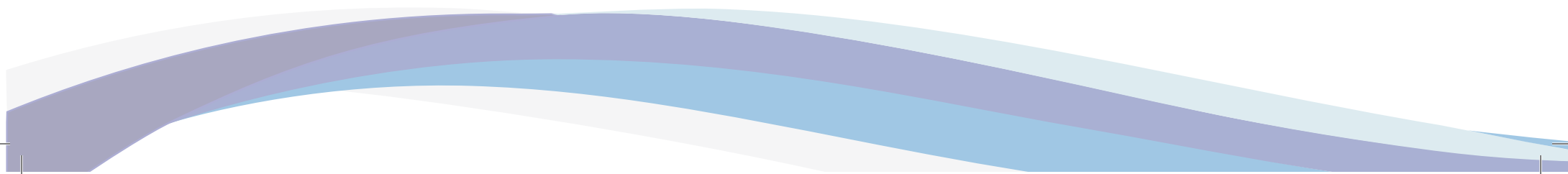


Table 4 Recreation Facilities and Distance

| FACILITY TYPE | | % POPL'N 10 MIN DRIVE TO MUNICIPAL FACILITIES THAT MEET OR EXCEED EXPECTATIONS |
|------------------------|---------------------|--|
| Arena | Hockey (sheets) | 64 % |
| | Curling (sheets) | 64 % |
| Athletic Field / Court | Softball / Baseball | 83 % |
| | Soccer - outdoor | 83 % |
| | Tennis | 22% |
| | Beach Volleyball | 42% |
| | Basketball | 22% |
| Special Use Facility | Skateboard / BMX | 62% |
| | Spray / Splash Park | 57% |
| Cultural Center | | 26% |
| Community Hall | | 43% |
| Outdoor Rink | | 42% |
| Outdoor Pool | | 7% |
| Indoor Pool | | N/A |
| Gymnasium | | N/A |
| Agriplex | | N/A |
| Library | | N/A |
| Museum | | N/A |

N/A – not available through municipal provider.

3.2.5. REGIONAL RECREATION RESOURCING

Substantial resourcing is invested throughout our region on the provision of recreation opportunities and operation of recreation facilities. Municipalities work to provide residents of the region with access to excellent recreation programs, park facilities and individual / family development support opportunities. These programs and services include early childhood development, child and youth, adult fitness and general interest programs. The following sections present a brief summary of the current recreation and parks operational budgets and staffing levels by Town and for Sturgeon County.

BON ACCORD

Staffing

The Town shares the Community Services Manager position with the Town of Gibbons (8km away). The Manager also organizes FCSS services for the Town and uses a combined approach to recreation programs and events, and social services. A wide variety of recreation programs and special events are offered throughout the year. Public works operate the arena, and maintain parks, playgrounds and sport fields. In 2011 The Town of Bon Accord incurred operating costs of approximately \$274,744 for their arena and recreation programming. Operating revenues from users and grants amounted to \$145,769, leaving a net operating shortfall to be paid by taxpayers of \$128,975.

GIBBONS

Staffing

Gibbons shares the services of the Community Services Manager with Bon Accord. The manager is responsible for all program development and FCSS services. In addition to offering a broad

range of program services for all age groups, a youth centre with three part-time staff is operated year round. The Manager also has broader responsibilities for facility booking and ensuring proper maintenance standards for facilities and parks, including seasonal staff for parks maintenance. The arena maintenance staff report to the Public Works Superintendent and one FTE is transferred to parks maintenance for the summer. In 2011 The Town Gibbons incurred operating costs of approximately \$456,887 for their arena, recreation programming, community services board and other recreation facilities. Operating revenues from users and grants amounted to \$289,871, leaving a net operating shortfall to be paid by taxpayers of \$167,016.

LEGAL

Staffing

The Recreation Programmer carries out the programming function. A range of programs and special events are provided throughout the year with the ACFA Centre used as a prime venue on a rental basis. The arena and parks are operated and maintained by Public Works. In 2011 the Town of Legal incurred operating costs of approximately \$288,705 for their arena and recreation programming. Operating revenues from users and grants amounted to \$167,009, leaving a net operating shortfall to be paid by taxpayers of \$121,696.

MORINVILLE

Staffing

The Director of Community Services is located at the new Cultural Centre and has 8 full-time staff including: a Recreation Coordinator, FCSS Coordinator who has a Youth Worker reporting to them, Cultural Manager, Facility Booking Coordinator (for the Cultural Centre), Facility Technician, Facility/Program Coordinator –

Sports Development, and an Administrative Assistant. There are also a number of part-time FTEs for program services and facility operations. It was noted that there was no community programming prior to 2007. Public Works staff maintains the Ray MacDonald Sports Centre and revert to parks operations in the off-season. In 2011 the Town of Morinville incurred operating costs of approximately \$1,545,964 for their arena. Cultural centre, community services programming and community services administration. Operating revenues from users and grants amounted to \$331,526, leaving a net operating shortfall to be paid by taxpayers of \$1,214,438.

REDWATER

Staffing

The Manager of Community Services has three key staff; they are: the Community Services Coordinator (develops and coordinates the recreation program and FCSS service offerings), Pembina Place Facility Administrator (coordinates the bookings, services and operations at Pembina Place including the Cultural Centre), and Community Services Maintenance Supervisor (has two full time and several part-time staff to maintain parks, trails, the campground, outdoor pool arena and curling facility). There is also a seasonal Pool Manager for the outdoor pool who manages pool operations and guarding/instructional staff. In 2011, the Town of Redwater incurred operating costs of approximately \$842,939 for Pembina Place, the outdoor pool, and community services. Operating revenues from users and grants amounted to \$345,653, leaving a net operating shortfall to be paid by taxpayers of \$497,286.

STURGEON COUNTY

Staffing

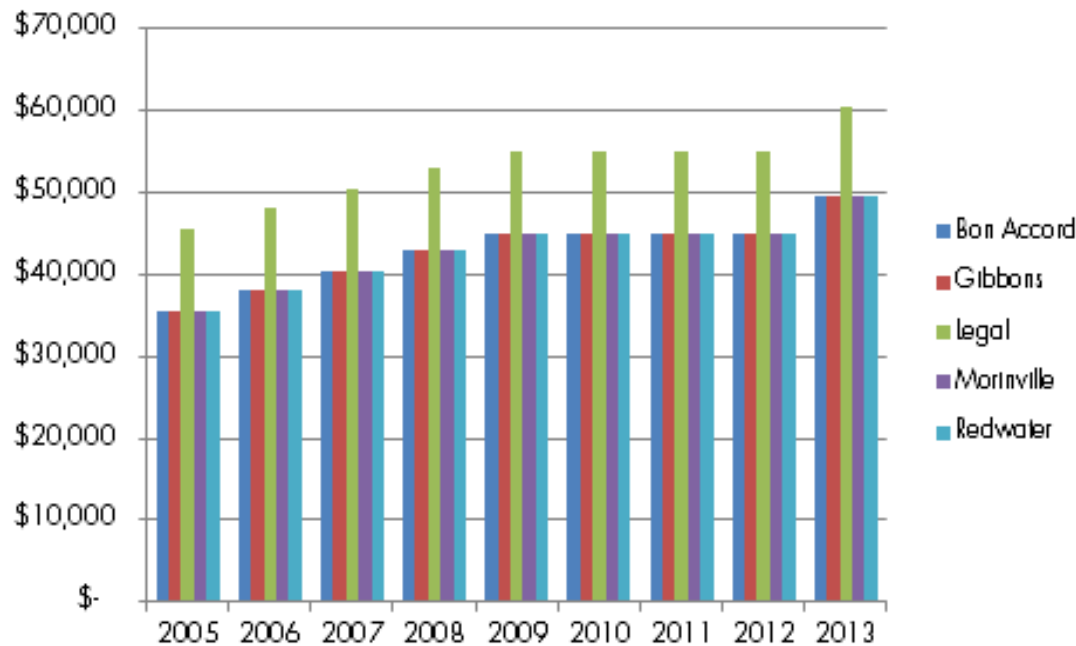
The Manager of Community Services has three sections and five key staff within his operation. These are FCSS Coordinator, Recreation Coordinator, the Family-School Liaisons Workers (2) and a clerical position. The County provides a significant number of programs and services. In 2011 sixty-five programs (day trips and fitness programs) were provided. County staffs work cooperatively and in collaboration with the five regional municipalities, CFB

Edmonton and the Sturgeon Adult Learning Council in providing services to the Region.

Budget

The County provides a variety of annual grants for recreation within the region including the base Rural/Urban Grant and CARF Grants. Allocations from the rural / urban grant between 2005 to 2013 are presented in Figure 15. These grants increase from time to time presumably due to inflation.

Figure 15 Allocation of Rural / Urban Grants by Sturgeon County

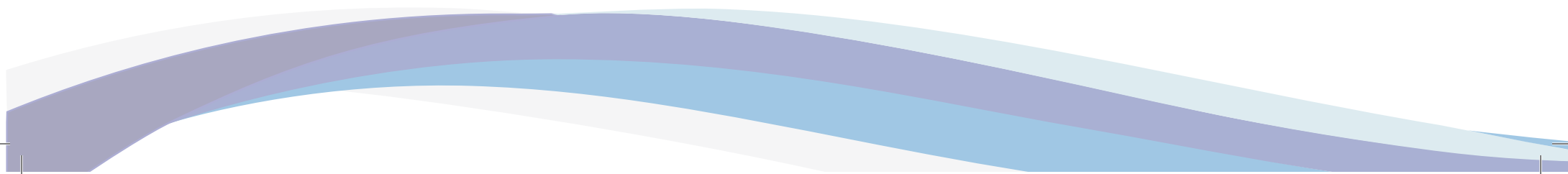


In 2012, the total amount distributed for the Rural / Urban Grant was \$235,000.

Recreational Funding to Regional Towns

Sturgeon County has been providing recreational funding to the Towns within the Sturgeon Region for more than twenty years, but for the benefit of this project we will only be highlighting 2007-2011 funding totals. From 2007 – 2011, Sturgeon County Council has provided recreational funding in the form of grants to the Towns of Bon Accord, Gibbons, Legal, Morinville, and Redwater. The County provided two grants: Rural/Urban and Community Agricultural Recreation Facility (CARF). A total of approximately \$2.9 million has been allocated to the Towns in the past five years. Approximately \$1.18 million from the Rural/Urban grant and \$1.75 million is from the CARF grant. The Rural/Urban funded either capital or operational costs towards recreational facilities. Meanwhile, the CARF grant funded capital costs/improvements.

In particular, the CARF grant was divided amongst the Towns in this fashion: \$500,000 each to the Towns of Gibbons and Redwater and \$250,000 each to the Towns of Bon Accord, Legal, and Morinville. The remaining balance of \$1.75 million in the CARF grant was dedicated to other district level facilities serving the broader sub-region and the City of St. Albert. The value of the CARF contributions are equal to \$50,000 per year in avoided taxes for 10 years for the Towns that received \$500,000 and \$25,000 per year in unnecessary tax increases for Towns that received \$250,000. Over a 20 year period the benefit is \$25,000 and \$12,500 annually for communities that received \$500,000 and \$250,000 respectively. The benefit cannot be understated or ignored. As a result of these County contributions, Towns were able to reduce incremental increases in annual debt-servicing or tax increases to offset recreational facility/program net deficits.







04 WHAT WE HEARD THROUGHOUT THE REGION

A key component to the development of this plan was listening to our residents and stakeholders who live, play, volunteer and work in recreation across the region. In an effort to co-create a shared plan with the community, a council and staff workshop was held on September 5, 2012, a stakeholder workshop was held on October 15 in Bon Accord and a community open house was held on October 16 in Bon Accord. 47 stakeholders attended the workshop and 21 members of the public attended the open house. An online survey was also hosted and ran from October 1, 2012 to November 9, 2012. A total of 300 complete or partially complete surveys were submitted. Detailed content from each engagement can be found in Appendix B.

4.1. STAGE 1 ENGAGEMENTS

In stage 1 engagements, we listened carefully to the community's concerns and ideas regarding their recreation preferences, satisfaction with the region's recreation system, barriers to participation, priorities, areas for improvement, vision for the future and regional recreation outcomes. Here is what we heard!

4.1.1. RECREATION PREFERENCES

The most popular recreation activities in the region were:

- Community Gatherings
- Spectator at Special Events
- Gardening
- Playgrounds
- Fitness Classes
- Swimming

4.1.2. SATISFACTION

More participants, than not, were completely or somewhat satisfied with:

- Facility Conditions
- Facility Locations
- Facility Operating Hours
- Cost / Admission Fees

However, the diversity and number of facilities as well as ability to access the facilities at convenient times was not up to expectations.

4.1.3. BARRIERS TO PARTICIPATION

Residents expressed concern regarding perceived and actual barriers to participating in recreation. The most commonly cited barriers were:

- No Facilities Close To Home
- Lack of Free Time
- Hours of Operation
- Poor Quality Facilities
- Admission Fees Are Too High

4.1.4. PRIORITIES

The majority of residents that participated believe that recreation is an essential community service (96% completely or mostly agree). We heard clearly that municipally provided recreation services should result in indirect benefits to all (90% completely or mostly agree) and that “the priority for municipally delivered recreation services should be on providing opportunities that improve health, build life skills, social interaction and family experiences (96% completely or mostly agree). When asked about priority services and segments, we heard clear direction that public resources should be prioritized on the following segments:

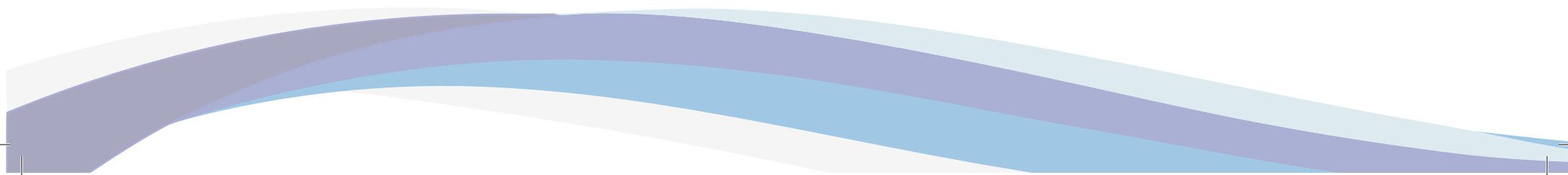
- Families (94% completely or mostly agree)
- Youth (91% completely of mostly agree)
- Seniors (77% completely or mostly agree).

We also heard clearly that the most important recreation service areas were:

- 1) Supporting Family Oriented Leisure Opportunities
- 2) Fostering & Promoting Fitness & Well Being
- 3) Fostering & Promoting Social & Leadership Opportunities Amongst Teens
- 4) Encouraging Special Events & Celebrations
- 5) Fostering & Promoting Recreation Opportunities for Seniors



Photograph of one of the Stage One workshop sessions



Recognizing these as the most important recreation service areas, we were also told that the following were in most need of improvement were (see Figure 16):

- Supporting Family Oriented Leisure Opportunities
- Municipal Support of Local Community Groups
- Encouraging Special Events & Celebrations
- Fostering & Promoting Fitness & Well Being
- Protecting Regional Natural Resources

Figure 16 Services Most in Need of Improvement Word Cloud



We heard clearly that participants believed the region needs more recreation facilities to meet current and future recreation needs (73%).

The facilities most needed included (see Figure 17)³:

- Multipurpose Facility Including Indoor Pool
- Areas for Unstructured Recreation
- Baseball / Softball Fields
- Ice Hockey / Arenas
- Fitness / Weight Facilities



Photograph from the Stage One Open House

3 Survey question did not include indoor field house as an option.

Figure 17 Most Needed Facilities Word Cloud



Participants felt the least needed facilities included:

- Soccer Fields (outdoor)
- Skateboard Parks
- Rugby / Football Fields
- Volleyball Courts
- Track Fields

4.1.5. WILLINGNESS TO PAY

Most respondents who participated in the online survey were willing to accept and increase in annual taxes to provide new or upgraded recreation facilities (72% agreed, 13% disagreed and 15% did not know).

However, the annual increase participants were willing to pay was not clear.

- \$25 annually – 24 %
- \$26 - \$50 annually – 23%
- \$51 - \$ 75 annually – 25%
- \$76 + annually – 27%.

4.1.6. VISION & OUTCOMES

When asked to think about the future of recreation in the region 25 years from now, we heard that the Vision should contain the following elements:

- Community Driven
- Sustainable
- Flexible Facilities
- Equitable Access
- Accessible
- Cooperation & Coordination



Photograph of the "sticky wall" from the Stage One Open House

The community also provided clear direction regarding the individual and community outcomes that recreation facilities should be working to achieve. The following themes emerged:

- Improve individual health and well being
- Enrich the Quality of Life
- Foster a Sense of Community Identity, Spirit, Pride and Culture
- Early Childhood Development and Life Long Learning
- Diversity of Active and Passive Structured and Spontaneous Recreation Opportunities
- Coordinated & Cooperative Approach to Recreation Service Delivery

4.2. STAGE 2 ENGAGEMENT

The ideas provided by residents and stakeholders through stage 1 engagements were fundamental to developing the draft plan. We then went back out to the community to review the key elements of the draft plan. Three community open houses were held on January 8, 9 and 10, 2013 in Gibbons, Villeneuve and Morinville respectively. A total of 76 participants attended the open houses. An online survey was also hosted and ran from January to February and received lower participation than hoped for – including 107 viewings and 38 completed responses (completion rate of 33%). Here is what we heard (see appendix C for further details):

4.2.1. PROPOSED VISION

There was **clear support for the proposed vision** according to those who participated in the open houses and online survey.

- 91% of survey respondents fully supported the vision or supported it with some modifications.
- 97% of dots applied at the open house dot-mocracy indicated full support or support with modifications.

The most common modifications included:

- Length – some felt the proposed vision was too long.
- Timeline – reduce the vision from 25 years to focus more on the next 5 years.
- Accessibility of Facilities – access to as well as within the facilities.
- Address the Gaps in the Vision – arts and crafts, teens and seniors need to be referenced.
- Ensure Diversity – the plan cannot just focus on sport, its needs to have a vision for all recreation.
- Measurable – the plan should be monitored to ensure progress towards the vision is being made.

4.2.2. PROPOSED GUIDING PRINCIPLES

Regional residents who participated through the open-houses or online survey demonstrated support for the proposed guiding principles.

| PROPOSED PRINCIPLE | OPEN HOUSE – FULLY SUPPORT OR SUPPORT WITH MODIFICATIONS | ONLINE SURVEY – FULLY SUPPORT OR SUPPORT WITH MODIFICATIONS |
|-----------------------------------|--|---|
| Provide benefits to all | 93% | 84% |
| Diversity | 83% | 78% |
| Community destinations | 95% | 82% |
| Accessibility & inclusivity | 85% | 74% |
| Community pride | 97% | 73% |
| Environmentally sustainable | 97% | 84% |
| Multipurpose & multi-generational | 98% | 81% |
| Financial sustainability | 78% | 89% |

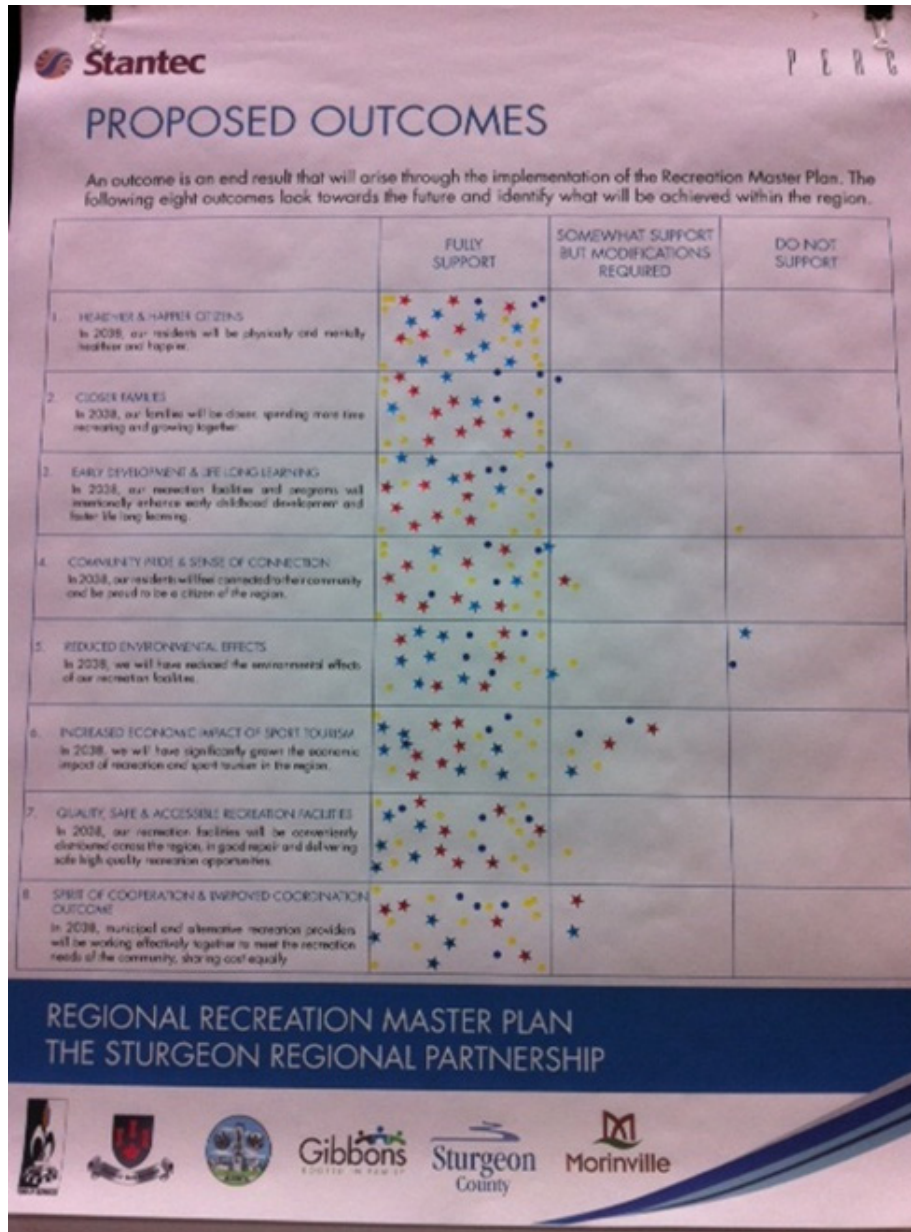
Common modifications to the proposed principles included:

- Coordination – collaborate on regional facilities, facility siting, delivery of programs, with alternative providers and work together to establish a fair funding formula.
- Addressing barriers to participants – childcare is needed
- Equality – a few respondents felt that recreation should be provided by the private sector through a user pay system
- Timelines – more action is needed in the next 5 years
- Performance measurement – how to measure; ensure it can be quantifiable

4.2.3. PROPOSED OUTCOMES

Generally, there was strong support for the proposed outcomes. However, there was a clear trend in both the open houses and online survey that increasing the economic impact of recreation through sport tourism received lower support than the other outcomes.

| PROPOSED OUTCOME | OPEN HOUSE – FULLY SUPPORT OR SUPPORT WITH MODIFICATIONS | ONLINE SURVEY – FULLY SUPPORT OR SUPPORT WITH MODIFICATIONS |
|--|--|---|
| Healthier & happier citizens | 85% | 81% |
| Closer families | 88% | 81% |
| Early development & lifelong learning | 97% | 86% |
| Community pride & sense of connection | 84% | 89% |
| Reduced environmental effects | 87% | 77% |
| Increased economic impact of sport tourism | 66% | 67% |
| Quality, safe & accessible recreation facilities | 93% | 89% |
| Spirit of cooperation & improved coordination | 83% | 81% |



4.2.4. PROPOSED TARGET POPULATION GROUPS AND FACILITIES

Participants expressed clear support for placing greater emphasis and expenditures on facilities and programs that targeted children, youth and young adults and Families. However, 50% of survey participants fully supported placing greater emphasis on disenfranchised populations (42% supported with modification) meanwhile 88% of open house participants were in full support.

Common modifications focused on the need to define “disenfranchised populations” and ensure that it contains seniors.

When asked to share their thoughts on the facility types municipal providers ought to focus on, survey and open house participants confirmed that municipal focus should be on:

- Facilities that provide Structured and Unstructured opportunities
- Multipurpose, Multigenerational and Adaptable facilities
- Facilities capable of attracting Events and Tourism

Comparatively, participants indicated a lower degree of support for prioritizing facilities that have no or minimal fees (37% survey respondents fully support, 42% support with modifications and 21% do not support)

“Dot-mocracy” voting panel from Stage Two Open House

4.2.5. PROPOSED STRATEGIES

There was clear support for most of the proposed implementation strategies through the online survey and open houses.

| PROPOSED IMPLEMENTATION STRATEGY | OPEN HOUSE – FULLY SUPPORT | ONLINE SURVEY – FULLY SUPPORT |
|---|----------------------------|-------------------------------|
| Improve regional coordination, cooperation and funding of the regional recreation system | 100% | 83% |
| Develop new or repurpose existing district level recreation facilities to address current and anticipated facility gaps and accessibility | 93% | 71% |
| Plan and develop a new multipurpose, multigenerational regional recreation complex | 58% | 82% |
| Enhance the quality and longevity of existing recreation facilities by addressing major recreation facility maintenance deferrals | 88% | 76% |
| Capitalize on the economic potential of recreation and sport tourism | 63% | 62% |
| Environmentally sustainable | 97% | 84% |
| Multipurpose & multi-generational | 98% | 81% |
| Financial sustainability | 78% | 89% |

Common suggestions in relation to the proposed strategies included:

- Transportation – participants wanted to see improved regional transportation to recreation facilities and programs.
- Accessibility – ensuring facilities are sited in locations that are easily and conveniently accessible was important
- Collaboration – improved coordination in provision of facilities and sharing of costs emerged.
- Communication – many participants highlighted the need to improve communications and awareness of both municipally provided facilities and programs and those provided by alternative providers such as the Edmonton Garrison and community associations.
- Regional Facility but Not at the Cost of District Facilities – The desire for a regional facility was clear, but participants noted that this should not come with a reduction in level of service in district and neighborhood facilities.

Respondents were asked to share more detailed thoughts on specific actions related to each of the proposed strategies. The most common themes emerging included:

- Multi-purpose Facility
- Indoor Pool
- Improve Condition of Existing Facilities – improving the existing facilities and recreation
- Outdoor Recreation Facilities – expanding trails and paths
- Convenient Access – centralize new facilities in relation to existing facilities



“Sticky wall” voting panel from Stage Two Open House



05 OUR SHARED FUTURE

5.1. STRATEGIC FRAMEWORK

The following Vision, Desired Outcomes, Priorities and Guiding Principles will serve as a touch-stone on which all future recreation related decision making will be based.

5.1.1. VISION

Step ahead 25 years to 2038, now imagine the region and the recreation opportunities provided by it recreation facilities:

In 2038, our region has become a destination to live, work and play within the Capital Region. Recreation is recognized region wide as an essential community service and fundamental to the health, vibrancy and livability of our communities. Through structured and unstructured recreation facilities that are accessible to people of all backgrounds, residents of our region are happier and healthier than ever and are more engaged in our communities. Families spend more time recreating together and visitors from the Capital Region, and abroad, travel here to partake in sport tourism events - enhancing our economic prosperity. Our recreation opportunities are helping to attract business investment and families to the region and recreation is purposefully being used as a strategy to address issues related to education, health,

crime, early childhood development and life-long learning. Municipalities are working effectively and efficiently together, and with community partners, to leverage and coordinate limited resources toward the delivery of the highest quality recreation services that meet the most pressing needs of the region. Our recreation facilities are sustainable – environmentally, economically and socially and meet the needs of the day, while remaining adaptable to accommodate future needs.

5.1.2. DESIRED OUTCOMES

Though this plan is focused on recreation facilities, regional residents and stakeholders were clear that the simple provision of recreation facilities is not the objective; but rather, recreation facilities are a means to an ends. We build and operate recreation facilities for a purpose – they are places that we gather to build new friendship and strengthen existing ones, improve our physical fitness, learn and grow individually as families and as a community. Our region's recreation facilities are community hubs and are integral to the fabric our communities. As such, it was important that, as a region, we are clear on what outcomes recreation facilities are built and operated to help us achieve. The outcomes are the touchstone on which all decision's, programs; services and facilities should be evaluated against.

Through our discussions with regional residents and recreation providers, 8 desired outcomes emerged.

Outcome - Healthier & Happier Citizens

In 2038, our residents will be physically and mentally healthier and happier.

Outcome - Closer Families

In 2038, our families will be closer, spending more time recreating and growing together.

Outcome - Early Development & Life Long Learning

In 2038, our recreation facilities and programs will intentionally enhance early childhood development and foster lifelong learning.

Outcome – Community Pride & Sense of Connection

In 2038, our residents will feel connected to their community and be proud to be a citizen of the region.

Outcome - Reduced Environmental Effects

In 2038, we will have reduced the environmental effects of our recreation facilities.

Outcome - Increased Economic Impact of Sport Tourism

In 2038, we will have significantly grown the economic impact of recreation and sport tourism in the region.

Outcome – Quality, Safe & Accessible Recreation Facilities

In 2038, our recreation facilities will be conveniently distributed across the region, in good repair and delivering safe high quality recreation opportunities.

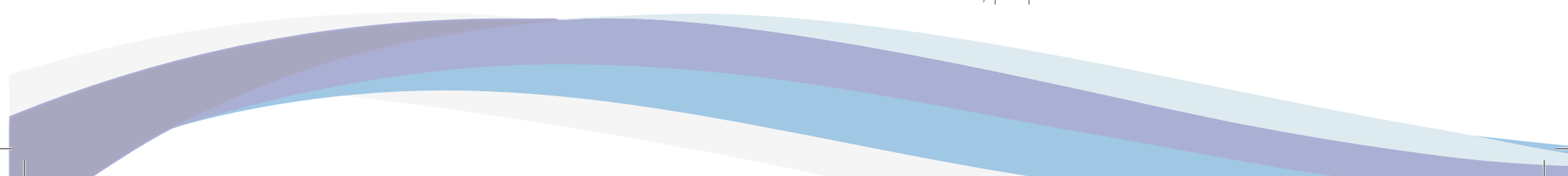
Outcome – Spirit of Cooperation & Improved Coordination Outcome

In 2038, municipal and alternative recreation providers will be working effectively together to meet the recreation needs of the community, sharing cost equally

5.1.3. GUIDING PRINCIPLES:

Residents told us that the following principles should guide the development, operations, upgrading and re-purposing of facilities throughout the region:

- 1) **Provide Benefits to All** – The provision and operation of recreation facilities should achieve the greatest “public good” possible in return for the investment of limited available public resources.
- 2) **Diversity** – We will work to ensure diversity in recreation facilities throughout the region and therefore diversity in recreation opportunities.
- 3) **Community Destinations** – our recreation facilities will be gathering areas for the community.
- 4) **Accessibility & Inclusivity** – Recreation facilities and programming will be equitably distributed throughout the region and inclusive for all regardless of age, ability or income.
- 5) **Environmentally Sustainable** – The development, operation, upgrading and re-purposing of recreation facilities will incorporate low impact and energy efficient designs and building materials, utilize native landscaping and apply water conservation and other sustainability measures to mitigate the environmental effects of our facilities.
- 6) **Community Pride** – Our recreation facilities will be designed and operated to a quality that allows us to showcase what we have to offer to residents, prospective residents and visitors.



- 7) **Multipurpose & Multi-Generational** – Development, upgrading and re-purposing of facilities will work to create flexible, multipurpose and multi-generational spaces that are adaptable to the changing needs of the region and provide both structured and spontaneous recreation opportunities.
- 8) **Financial Sustainability** – Development and operation of recreation facilities will be fiscally sustainable though cost recovery will consider both the market and non-market economic benefits of recreation to individuals and the community.

5.1.4. MUNICIPAL ROLE IN THE REGIONAL RECREATION SYSTEM

To ensure the efficient delivery of the regional recreation facility system, it is important that each partner in our regional system is clear on the role they play and the cost of delivery. Through this plan, we are taking the opportunity to clearly articulate, and in most cases reconfirm, the role the municipalities in our region do and will continue to play in recreation delivery into the future.

The roles undertaken by our municipalities in the provision of recreation and cultural services and facilities may vary to some degree, but the primary roles of municipal governments have a number of core elements. The basic role of our municipalities can be defined as follows:

Use public recreation services as vehicles to achieve socially worthwhile goals and objectives in the community, where the achievement of such goals and objectives result in both direct benefits to the individual and indirect benefits to all citizens.

More specifically, the core roles of municipal governments in the area of recreation, parks and culture include:

Facility Provision: This role includes the provision, in some cases through partnership, of public recreation and culture facilities that support recreation activities for all age groups in the community. The range of facilities will vary from community to community and complement, versus duplicate, facilities provided by non-profit organizations, private sector and the education system.

Parks and Open Space: Municipalities provide public parks that create opportunities for both structured and unstructured activities. Municipalities also develop trail networks that provide recreation opportunities and linkages for pedestrians and cyclists. Municipalities also strive to protect important and unique natural areas and features for future generations.

Programs and Services: Municipalities ensure that all age groups have access to a range of program services that support personal development, learning and skill development, an active and healthy lifestyle, and ongoing participation. Programs and services may be planned and provided directly by the municipality or through partnerships with other organizations.

Partnerships and Support for Community Organizations: Within a community development approach, the municipalities may provide support and assistance to other community organizations to extend the services available to the public. Municipalities also partner with other community organizations and agencies, including the education system, in the provision of services and in some cases, facilities or other amenities.

Communication and Awareness: Municipalities ensure that citizens are aware of recreational and cultural opportunities on a regular basis. Municipalities may also educate the public about the wise use of leisure time and the importance of a healthy lifestyle.



Leadership Development: Municipalities regularly develop leadership training opportunities, especially for youth, which develop both general and specific leadership skills. They also ensure that staff and civic leaders have opportunities for personal leadership development.

Needs Assessment and Future Planning: Municipalities assess the needs of citizens and organizations on a regular basis, to ensure that services align with the community's needs. In addition, municipalities will plan for the future, ensure that recreation and parks are an integral part of the Municipal Development Plans, and conduct more specific plans as required.

Organizational Structures and Authorities

Municipal governments create a variety of organizational structures for the provision of recreation, parks and cultural services. The structures often depend on the size of the community and the range of services provided. In most communities, the recreation and parks roles are combined in a single department. In smaller communities, however, the parks and facility maintenance functions may be provided through public works departments, and programs through community services.

Often, municipal councils have create a board, committee or commission to advise on the directions of community recreation and parks services. These boards may be entirely advisory in nature, while others will have policy making authority in designated areas. The intent of these bodies is to bring a broad range of citizen input regarding services and facility provision and to serve as a conduit between council and citizens.

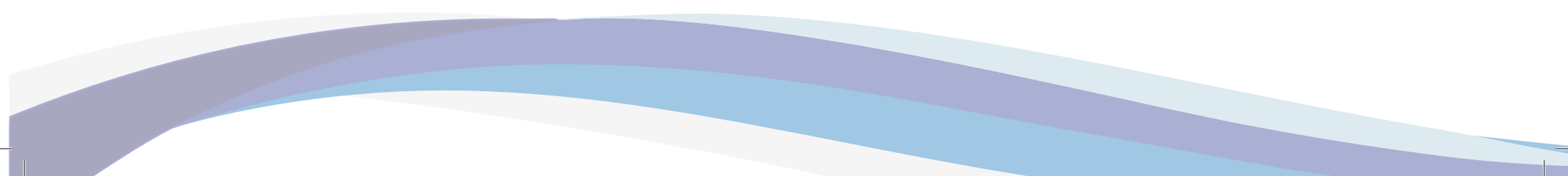
The focus of this plan is on the provision of recreation facilities.

5.2. PRIORITY SEGMENTS & SERVICES

It is not possible for our municipalities to be all things, to all people, all the time. With limited resources, we need to be focused on our priorities, not just in the provision of facilities, but also with the services we will offer and the market segments we will target. As we move forward, we will be focused on addressing the greatest needs – for services, segments and facilities – and those that provide the greatest direct or indirect benefits to all residents. Through our community conversations, it was clear that the regional community strongly supported the need to focus our resources on key services and market segments and that there was general agreement to apply the Benefits Based Approach to recreation planning.

Moving forward, and in some cases continuing current practices, we will place greater emphasis on ensuring our recreation facilities and programs held within them serve the following population groups:

- **Children, Youth and Young Adults**, as we recognize the importance of leisure education and developing a strong leisure repertoire at a young age. We know that an early start at a healthy lifestyle is likely to last and lifetime and participation in recreation is a proven means to ensure strong early childhood development which ultimately produces more productive citizens;
- **Families**, as families that play together stay together, providing connection and vitality to our communities;



- *At-Risk populations*⁴, as they tend to face many barriers that reduce or prevent participation and access to recreation facilities which has been documented to lead to growing social issues and costs;

Our desired outcomes are clear and we understand who our priority target population groups are, now we need to be clear on what types of facilities we need to focus on. Moving forward, we will place greater emphasis on upgrading existing or development new indoor and outdoor recreation facilities that:

- Have minimal entry fees are a higher priority than facilities with higher entry fees as these will minimize cost barriers for all target population groups;
- Focus on the provision of both structured and unstructured physical activity and programming opportunities;
- Attract competitive sporting events and sport tourism to stimulate positive economic impacts;
- Multipurpose, multigenerational and adaptable facilities as these will serve as “regional and community destinations” for all generations and life stages while providing flexibility within the system to respond to changing needs overtime.

5.3. RECREATION FACILITY CLASSIFICATION SYSTEM & STANDARDS

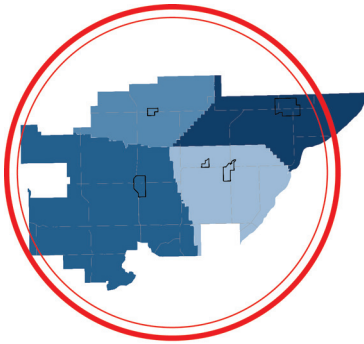
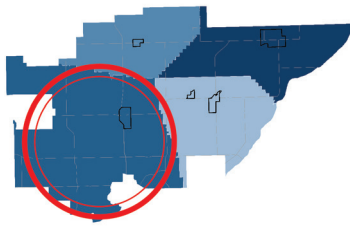
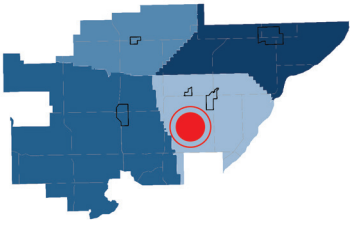
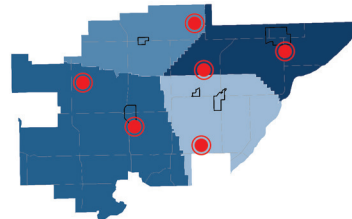
A recreation facility classification system ensures the appropriate development and equitable distribution of recreation facilities throughout the region. The system provides a means to clarify service levels, define municipal responsibilities, clarify catchment areas, identify land / space requirements and ensure that the provision of the facilities are sustainable from both an economic and a utilization perspective.

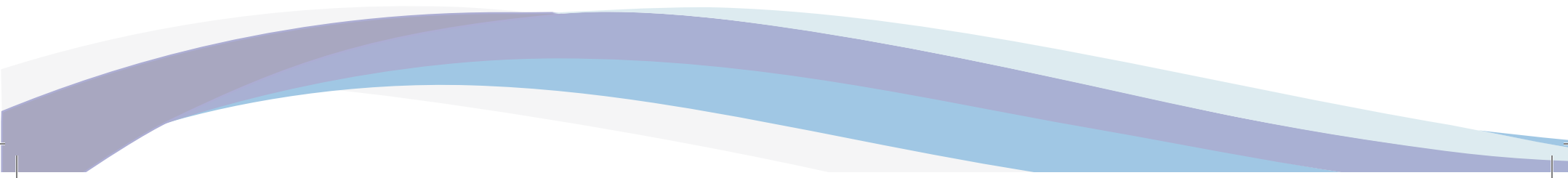
4 At-Risk Populations, for the context of this study, include low-income individuals and families, disabled, homeless, seniors and minorities who are more likely to face unmanageable barriers to accessing recreation facilities than the general population.



The region’s shared Recreation Facility Classification System is as follows:

Table 5 Recreation Facility Classification System

| RECREATION FACILITY CLASSIFICATION SYSTEM | | | | |
|---|---|---|---|--|
| FACILITY CLASS | REGIONAL FACILITY | DISTRICT FACILITY | NEIGHBOURHOOD FACILITY | SPECIAL USE FACILITY |
| |  |  |  |  |
| DESCRIPTION | Regional level facilities will be multi-purpose, designed to high standard and be capable of hosting competitive sport and regional level tournaments. Regional facilities are recognized as recreation destinations and may be co-located with retail and entertainment districts. Bookings are typically required or pre-programmed and opportunities for spontaneous recreation are limited. | District level facilities may be single or multi-purpose and will serve as venues for spontaneous recreation, senior and junior competitive sports, schools and recreation and sporting associations. | Neighborhood facilities will typically be single purpose and will generally serve as locations for spontaneous recreation and possibly junior competition. Bookings are not typically required. | Special use facilities will primarily target a specific user group in the community for a specific recreational activity. They may or may not be to competition standard. Bookings may or may not be required. |
| CATCHMENT AREA | Region or beyond. | Recreation District. | Primarily from the immediate neighborhood and may include facilities co-located with or adjacent to schools and other public institutions. | Typically the Recreation District but some special use facilities may serve the entire region. |



| RECREATION FACILITY CLASSIFICATION SYSTEM | | | | |
|---|--|---|--|--|
| FACILITY CLASS | REGIONAL FACILITY | DISTRICT FACILITY | NEIGHBOURHOOD FACILITY | SPECIAL USE FACILITY |
| TYPICAL LOCATION | Urban core of more densely populated areas such as Towns with convenient access off primary highways, public transit or local / regional trails and close to amenities, services and accommodations. | Urban area with easy access off primary highways, public transit and local / regional trails. | Within walking distance from local neighborhoods with convenient access from local trails. | Urban with easy access off primary highways, public transit and local / regional trails. |
| TYPICAL TRAVEL TIME | Over 15 mins (vehicle) Over 30 mins (bicycle / walk) | 10-15 mins (vehicle) Over 20 mins (bicycle / walk) | 5 mins (vehicle) Under 20 mins (bicycle / walk) | Over 15 mins (vehicle) Over 30 mins (bicycle / walk) |
| EXAMPLES | None in region | <ul style="list-style-type: none"> » Morinville Cultural Centre » Pembina Place » Cardiff Park » Jack Hogg Sports Grounds | <ul style="list-style-type: none"> » Outdoor Rinks » Community Halls | <ul style="list-style-type: none"> » Bob Foster Extreme Park » Legal Skateboard Park |

To date, the region has no regional level municipally owned and operated facilities. Approximately 90% of the facilities are classified as district level facilities while the remaining facilities are classified as special use (5%) or neighborhood (5%).

5.4. FUTURE RECREATION NEEDS

Population growth and change, aging infrastructure, changing recreation needs and expectations are set to place strain on our regional recreation system. Clearly recreation in our region has, and is set to continue, to change. In this state of change, we need to give deliberate, yet transparent, thought as to the most pressing needs in the near, medium and long-terms. This requires that we recognize, and are able to differentiate, between demands, that may benefit a few, from true regional needs that will benefit all – directly or indirectly. Upgrades, retrofits and in some case, new facilities, will be needed over the next 25 years.

Through meaningful collaboration and discussion with our community members, community recreation providers and our municipal recreation staff, a number of **potential** facility needs emerged. It is our responsibility to ensure our limited resources are expended in a manner that derives the greatest public good to our residents and meets the most pressing “needs”. Recognizing this, each potential need was assessed through our transparent decision-making framework (see section 1.5) which was also co-created with the regional community, council and staff – the result was a list of the greatest regional recreation facility needs (see Appendix D)



06 THE PATH FORWARD

6.1. STRATEGIES, ACTIONS & IMPLEMENTATION

Through discussion with residents and recreation providers; thorough analysis of trends, demographics and the current state of our recreation facilities and an objective evaluation of potential needs against our decision-making framework, we have co-created a clear path forward to addressing the region's recreation facility needs for the next 25 years. The intent of this master plan is to define what might be, many years into the future. The plan sets a general direction for the future of recreation facilities in our region and does not translate into approval of the identified capital projects. Decisions on specific capital projects will be determined, in some cases, based on more detailed studies and, in all cases, the availability of fiscal resources.

The following strategies reflect what we heard through our community conversations and form the basis of our action plan:

- **Improve regional coordination**, cooperation and funding of the regional recreation system.
- Develop new or **repurpose existing district level recreation facilities** to address current and anticipated facility gaps and accessibility.

- Plan and develop a **new multipurpose, multigenerational regional recreation complex**.
- Enhance the quality and longevity of existing recreation facilities by addressing major recreation facility **maintenance deferrals**.
- Capitalize on the **economic potential of recreation and sport tourism**.

The actions associated with each strategy are as follows:

6.1.1. Improve Regional Coordination, Cooperation and Funding for the Delivery of the Regional Recreation System

ACTIONS

- 1) Implement a new recreation funding formula, service agreement and accountability system between the Towns and the County.
- 2) Establish a long-term regional recreation advisory board to provide cross region advice to the Sturgeon Regional Partnership on the implementation and renewal of this plan and delivery and coordination of inter-municipal recreation services in the region.

- 3) Regional partners will continue their current recreation related granting programs and, in recognition of alternative provider's aging infrastructure, will explore options for increasing their financial support, if possible under the new funding formula, for community organizations who operate recreation facilities that contribute to the achieving the desired outcomes in this plan.
- 4) The County and each Town will review their existing recreation granting programs and ensure evaluation and selection criteria align with and support the outcomes and priorities set in this plan.
- 5) Prepare and execute a regional communications plan that utilizes modern and traditional communications tactics such as a regional recreation website, social media and print media to promote, raise awareness of and increase participation in cross-regional recreation opportunities offered by the Town's alternative providers, other levels of government and the Edmonton Garrison.
- 6) Plan and implement a region wide recreation transportation system to improve access to cross regional recreation opportunities.
- 7) Evaluate the need, and if appropriate, explore options to pursue cross region adjustments to current taxation programs to improve funding for recreation service delivery.
- 8) Conduct a regional recreation policy and costing review and alignment study to identify opportunities to align fee, subsidy, access, prioritization, maintenance and other relevant policies.
- 9) Review existing and develop new Town and County trail and pathway plans to improve connectivity between residents and district and neighborhood level facilities.
- 10) Undertake the development of a regional park, trails and open space plan to align with and support the regional recreation master plan.

6.1.2. Develop New or Repurpose Existing District Level Recreation Facilities to Address Current and Anticipated Facility Gaps

By listening to the community and undertaking thorough facility assessments and trends research, we know a number of facility gaps currently exist and others are anticipated in the future. The following actions, identified by community, will help the region address the current facility gaps and those that are known to be forthcoming in the life of this plan. The implementation of these actions will be dependent on the funding formula mentioned previously.

BON ACCORD - ACTIONS

- 11) Develop a new multi-purpose facility for general use, fitness programming dance and pre-school and children's programming. Examine options to attach this space to an existing facility.

GIBBONS - ACTIONS

- 12) Complete construction of the planned cultural centre to provide additional youth and arts programming space.
- 13) Develop new fitness spaces including an open floor fitness programming space and a weight and cardio room.
- 14) Develop new space or consider the repurposing of the existing pottery studio and/or dance studio to accommodate pre-school and children programming.

LEGAL - ACTIONS

- 15) Enter into discussions with the ACFA to understand the impact of the new school on the future uses of the Hall. Explore opportunities

to increase day-time and evening-weekend access for community programs operated by the Town. Explore options to improve the availability of storage space at the hall.

- 16) Develop a spray park to provide this opportunity locally for district residents.

MORINVILLE - ACTIONS

- 17) Develop new spaces to provide open floor fitness programs and weight/cardio equipment.
- 18) Increase programming spaces for the arts.
- 19) Develop a new youth programming space to replace the existing youth facility.
- 20) Develop new senior programming space.

REDWATER - ACTIONS

- 21) Repurpose the existing undeveloped space in Pembina Place into a fitness room for open floor programming, dance and martial arts.
- 22) Evaluate the feasibility and appropriateness of re-purposing the two programming spaces currently rented for day-care into spaces for youth programs, pre-school programs, and adult general interest.
- 23) Decommission the current skateboard park and utilize space to expand the RV Park. Resurface the outdoor rink and repurpose it as the skateboard park during summer. New skateboard park equipment should be acquired to replace the current equipment.
- 24) 1.24 Develop a spray park to provide this opportunity locally for district residents.

STURGEON COUNTY - ACTIONS

- 25) Develop new spaces to provide open floor fitness programs and weight/cardio equipment.

>

Plan and Develop a New Multipurpose, Multigenerational Regional Recreation Complex

Though the exact concept and location for the regional complex will be determined through more detailed planning studies; however, the following principles will guide that planning. Our regional recreation complex will be a community destination that is:

- Sustainable – environmentally & economically
- Multi-purpose & Flexible
- Multi-generational
- Unstructured & Structured Opportunities
- Competition Quality
- Diverse in Opportunity - Indoor and Outdoor Elements,
- Inclusive – regardless of age, income or ability
- Community Destination
- Integrated – into the adjacent communities

We heard clearly that the following elements should be considered in the regional complex:

- one & Free Form Swimming Pools & Leisure Pool
- Special Event & Community Gathering Space,
- Programming Space for Youth, Seniors & the Arts,
- Open Floor Fitness and Weights / Cardio
- Multi-purpose Rooms
- Indoor Field House including playing fields, walking / running track

- Competition Level Outdoor Sports Fields
- Unstructured Play Opportunities
- Child Minding Area
- Connection to a Regional Trail System

ACTIONS

- 26) Undertake a Siting Study to determine potential and recommended location for a regional multi-purpose, multigenerational recreation complex. Begin land assembly for the optimal site.
- 27) Undertake a conceptual facility and site master plan for the regional complex and pursue municipal approvals.
- 28) Conduct an economic feasibility, governance and funding assessment to determine a clear governance structure and funding model for the facility.
- 29) Undertake a detailed design development facility and master planning.
- 30) Begin phased development of the regional recreation complex.

6.1.3. Enhance the Quality and Sustainability of Existing Recreation Facilities by Addressing Major Maintenance Deferrals

The facility and functional conditions assessment provided us with a good opportunity to identify maintenance and sustainability issues facing our facilities. The following actions will help to lengthen the remaining useful life, improve the quality of the facility for users and reduce energy and other costs to each municipality. The implementation of these actions will be dependent upon available municipal resourcing.

REGIONAL - ACTIONS

- 31) In partnership with regional alternative providers, execute an assessment of alternative provider facilities to determine how the facilities are being used, by whom, their current condition and functionality and the extent of municipal grants allocated to alternative provider facilities.
- 32) The condition and functional assessment indicates that the average useful remaining life of the region's baseball / softball diamonds and soccer fields is approximately 12 years. The regional partnership should collectively undertake a strategic sports field master plan to evaluate the needs and optimal distribution of municipally owned and operated sports fields throughout the region. The plan should also address the repurposing of sports fields deemed to unnecessary, if any.

BON ACCORD - ACTIONS

- 33) **Arena** - Investigate and address the cause of the cracks and displacement in the flooring. To improve the efficiency of the building, interior walls should be re-insulated and building envelope leaks should be addressed. Work should be undertaken to replace the original building wiring and electrical panels.
- 34) **Skateboard Park** - Repair asphalt surface and localized accessory damage to lengthen the remaining useful life of the facility.

GIBBONS - ACTIONS

- 35) **Arena** - Peeling paint is evidence of moisture retention in the facility. The cause of the moisture retention should be investigated and corrective action taken. As well, the facility's electrical system requires further investigation and any necessary corrective actions should be taken to ensure its longevity and safety.

- 36) **Basketball Court** – Jack Hogg Sports Grounds - The asphalt surface at the basketball court should be replaced and the site improved to retain unstructured basketball ball opportunities for youth and others.

LEGAL - ACTIONS

- 37) **Curling Rink** - Peeling paint is evidence of possible moisture retention. The cause of the peeling paint should be investigated and corrective action taken as necessary. Roof damage above the ice sheets should be addressed.
- 38) **Arena** - Repair bubbling and damage to the roof above the arena lobby. Pursue the enlargement of the players' boxes and update player dressing rooms.

MORINVILLE - ACTIONS

- 39) **Ray McDonald Sports Centre Arena** - Replace the original ice rink piping and repair all roofing leaks, columns and water damage to extend the arena's life for at least 5 years while the Town plans for a multi-purpose recreation facility which includes consideration of various strategies such as working with the Sturgeon Regional Partnership.
- 40) **Ray McDonald Sports Centre Curling Rink** - Replace the curling rink's roof.
- 41) **Ray McDonald Sports Centre Soccer Fields 1, 2, 3 & 4** - The soccer fields at the Ray McDonald Sports Centre have nearly reached the end of their useful life. The fields should be stripped, regarded and re-surfaced with grass.
- 42) **Splash Park** - Splash parks can consume significant volumes of fresh water. The Town should explore and pursue feasible water conservation or recirculation strategies to minimize water consumption. >

REDWATER - ACTIONS

- 43) **Outdoor Swimming Pool** - The outdoor pool is a popular community attraction and generally in good condition. The pool skimmers should be replaced maintenance to repair the underwater chips and cracks should be undertaken. The roof of the shower building should be replaced and new change stalls added to accommodate demands. .

6.1.4. Capitalize on the Economic Potential of Recreation and Sport Tourism

Recreation and sport tourism can provide significant economic benefits to local and regional communities. Tournaments, spending associated with services and accommodations can be significant. However, the approach needs to be strategic and regional versus independent and piecemeal. Recognizing the economic opportunities, the following actions will help to boost and diversify the local economy and provide diversity in local sporting events.

ACTIONS

- 44) Work with regional economic development agencies to collaboratively undertake the development of a regional sport tourism destination planning, branding and marketing strategy.
- 45) Work with regional economic development agencies to attract major regional and provincial tournaments to the region.

6.2. REGIONAL COST SHARING FUNDING FORMULA

A Regional cost sharing funding formula is essential to improving coordination and cooperation across regional partners and to ensuring equitable cost sharing between partner municipalities. Facilities in our region are not isolated. Facilities in one municipality are used and enjoyed by residents from another municipality; most often the County. In the past, the County has provided the Rural / Urban and CARF grants to cover the costs associated with use by County residents. However, the County grants have not been based on a transparent rationale beyond equality between towns. An objective, transparent and rational funding formula for the building and operation of the region's recreation facilities has been developed and is presented below.

6.2.1. Cost Sharing Guiding Principles

The following principles were used as a foundation for building and evaluating the region cost sharing formula:

- 1) **Transparency** - The formula is clear and straightforward so that that anyone from residents to municipal administration can easily understand the individual parts of the formula and how to use the formula.
- 2) **Fairness** - The formula determines the proportion of funding between each town and the county using a rationale that is fair and equitable, noting that treating residents and properties equitably does not mean treating them the same.
- 3) **Stability** - The formula includes sufficient structure and stability that parties to the funding can budget from year to year without fear of inappropriate volatility.
- 4) **Security** - The formula cannot be easily abused or subject to fraud. In other words, it is based on something that is verifiable.

- 5) **Meets Operational Needs** -The formula will not cause undue complication or expense to administer, such that grant contributions are not needed or used to administer the system.

6.2.2. Bases for Cost Sharing

Funding formulas are typically based on one, or some combination, of the following three approaches: use, tax assessment or population.

Evaluating each potential approach against our pre-determined principles, the population basis for cost sharing proves more objective, stable, fair and practical as:

- The proportion of the population in each jurisdiction can be determined by way of an independent third party (e.g. Statistics Canada Census) once catchment areas are determined. The Census is conducted every 5 years and will remain relatively dependable over time, shifting as the reality of population distribution shifts, but at a rate that is tolerable, thereby satisfying our guiding principles.
- The population that is within a catchment area is the population that benefits primarily from the indirect benefits to each resident. These are roughly equal whether residents actually use the facility or not, thereby satisfying our principles. This would be the same argument for other public services such as streets and roads, police and fire protection where benefit isn't based on usage but is based on availability of a service and how much a service contributes to the quality of life in an area.
- This approach is the easiest to administer and costs much less to administer than the use base.
- Using population to apportion costs, but allowing the taxes to be levied consistently across the county to derive the separate funding levels, further satisfies our principles and will also allow for sharing of the commercial and residential assessments in an equitable manner.

6.2.3. Catchment Areas - Recreation Districts

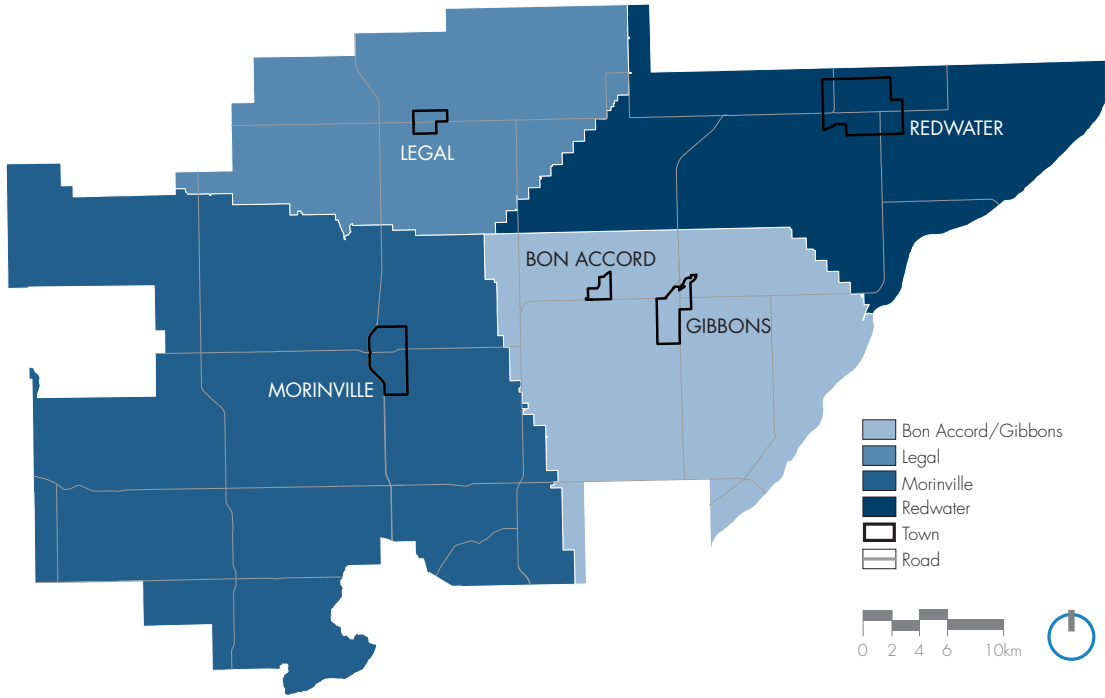
To determine funding apportionment in the region using population, a recreation district (catchment area) was drawn around each municipality (see Figure 18), and the population within that catchment area was calculated. The catchment area was delineated on the basis of which Town each County land parcel was closest too so that all County residents will be within the catchment area of one of the five towns. This approach maintained the fairness and equity principle rather than the direct benefit rule. The two municipalities of Bon Accord and Gibbons will be considered to share a common catchment area given their proximity to each other. A shared catchment area does not jeopardize any funding amounts based on the respective populations and net costs of the two towns.

6.2.4. Eligible Costs and Revenues

Determining eligible costs and revenues for consideration in the funding formula was essential. Eligible costs and revenues to be shared include:

- Costs and revenues associated with Regional or District classified facilities (see section 5.3)
- The net cost of operation which is defined as the total eligible operating costs minus eligible revenues – also known as the net tax operating subsidy to be funded by local taxpayers within a catchment area in a given year. This would be relatively stable influenced mostly by inflationary increases or the need for small retrofits and repairs.

Figure 18 District Boundaries



Eligible operating costs include:

| INCLUDED | NOT INCLUDED |
|---|--|
| <ul style="list-style-type: none"> » Salaries and wages related to the operation of each facility, but only when the staff is assigned to the facility – for example, if arena staff are assigned to parks for the summer, that portion of their salary would not be included in the facility operating cost; » Benefits (employer contribution); » Contracted services (program provision or contacted maintenance); Insurance (specific to facility); » All utilities and energy costs including telephone and internet access; » General repairs and maintenance and parts; » Supplies and equipment (programs and facilities related); » Office supplies, equipment repair, photocopying; » Concession goods and supplies » Advertising and promotions » Miscellaneous (travel, freight, staff training) Rentals of spaces for programs (e.g. Legal's use of ACFA Hall, Gibbons rental of schools, etc.) associated with delivery of the service. | <ul style="list-style-type: none"> » Major capital items; » Debenture servicing cost; » Overhead or administration costs provided by the municipality including the CAO, common HR staff, common finance staff, the Clerk; » FCSS costs. |

Eligible operating revenues include:

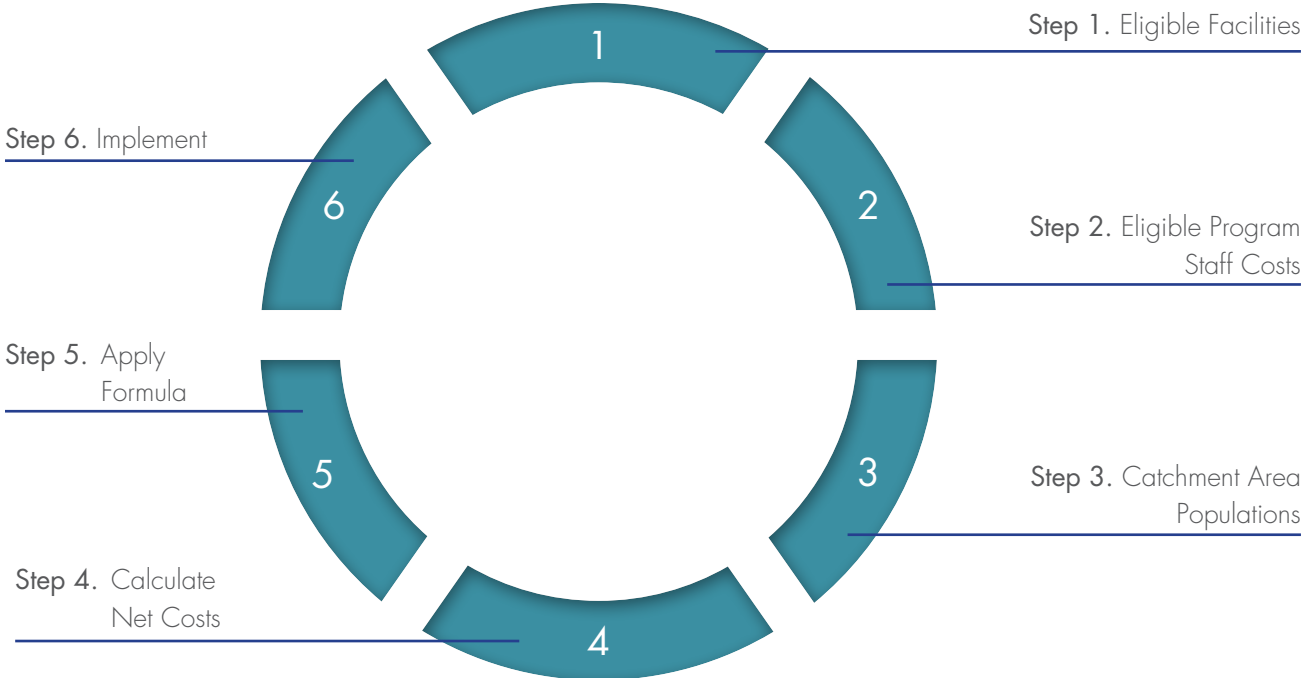
| INCLUDED | NOT INCLUDED |
|--|--|
| <ul style="list-style-type: none"> » User fees » Rental fees » Program registration fees when programs are provided by the municipality; » Food and beverage concession revenues » Leases of any spaces to concessionaires in a facility; » Donations, sponsorship fees, or funds provided a partner organization in delivering the service. | <ul style="list-style-type: none"> » One time grants that the facility does not rely on an annual basis to cover operating expenses; » Any estimates of the value of volunteer labour. |

Lifecycle maintenance costs should be considered for future inclusion if a consistent lifecycle reserve fund is created in each municipality⁵.

The capital costs of new facilities, major facility retrofits or extensions or debt retirement costs are **not** included in the cost sharing funding formula.

⁵ At present (2013) no municipalities in the region have created a lifecycle reserve fund. If such a fund is created consistently in each town, and the contributions to these funds are designated for future capital upgrade programs, then the lifecycle reserve contributions could be considered within future net costs eligible for County cost sharing grants. This will be considered following the implementation period for the new funding formula.

Figure 19 Cost Sharing Formula Process



6.2.5. Cost Sharing Funding Formula Process

Determining the cost sharing apportionment will apply the following process :

- 1) **Confirm Eligible Facilities:** Facilities eligible for cost sharing must meet the definition of a "Regional" or "District" level facilities (see section 5.3 Recreation Facility Classification System). Neighborhood classified facilities, such as neighborhood parks and playgrounds, are not eligible for inclusion in the cost sharing formula. Sports fields and diamonds are considered to be district level facilities. However, current municipal accounting processes do not allow for easy isolation of eligible expenses and revenues for these facilities. Eligible facilities include:
 - Arenas,
 - Curling rinks
 - Outdoor pool
 - Cultural Centres
 - Special Use Facilities (Spray Parks & Skateboard / BMX Parks)
- 2) **Determine Eligible Program and Staff Net Costs & Revenues:** In addition to Regional and District classified facilities, the recreation program services provided by towns in the region are used by County residents within the towns' catchment areas. Net costs and revenues from these programs are included as eligible expenses and revenues.
- 3) **Determine Catchment Area Populations:** Catchment areas have been established and are presented in Figure 18. The population within the catchment areas would then be calculated using available Census data. The proportion of county residents to Town residents is then calculated.
- 4) **Calculate Net Costs:** The net costs for each of the eligible facilities and services would be calculated as noted in section 6.2.4 Eligible Costs & Revenues above.

- 5) **Apply the Formula:** The net costs of all eligible facilities are apportioned on the basis of population through the following cost sharing formula:

$$\frac{\text{County Dist. Pop.}}{\text{County Dist. Pop.} + \text{Town Pop.}} \times \text{Net Deficit} = \text{County Share of Expenses}$$

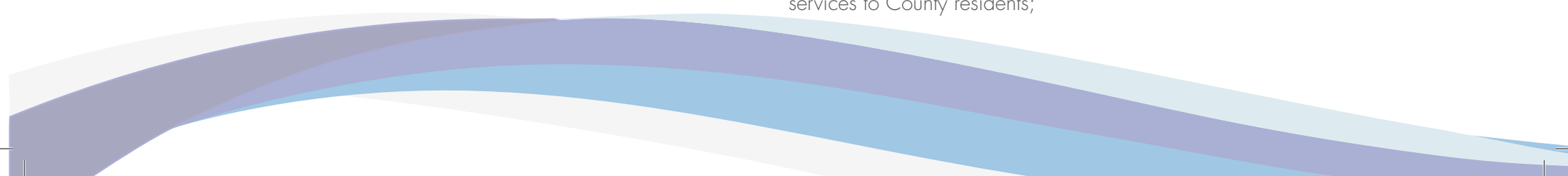
Phased Implementation:

To the extent that the new amounts for county contribution are significantly different from the past County grant amounts, the new contributions from the County to each respective town will be phased in over a five year period.

Two exceptions to the proposed formula exist. The following exceptions are justified as required to enhance equity and practicality in the execution of the funding formula and are not meant to be precedents that will trigger other exceptions. They will be reviewed at the end of the initial term, when any improvements to the formula are evaluated.

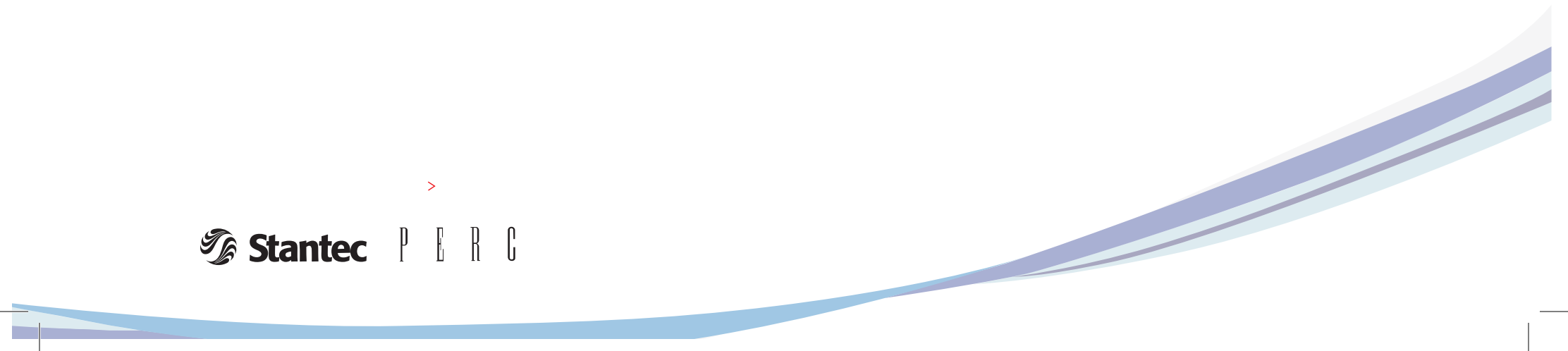
County Reciprocity:

Because the County provides fitness services at the Cardiff Hall where approximately 30% of those registered for the fitness programs were Morinville residents, and because this represents one of the very few examples of a reciprocal benefit where County residents subsidize town residents in recreation services, a calculation will be made of County direct subsidy of Morinville residents and that amount will act as an "offset" in the calculation of net County contribution to Morinville for its provision of recreation services to County residents;



Sturgeon Valley Catchment Area Adjustment:

Because 3500 residents of Sturgeon Valley live directly adjacent to the City of St. Albert, and clearly predominantly use the city's recreation services instead of recreation services provided in Morinville, this small portion of the County will be excluded from the Morinville catchment area when calculating the County contribution to Morinville for Morinville provided recreation services to County residents.





07 IMPLEMENTATION PLAN

This plan identifies a range of actions that will improve recreation services and the ability for our region to realize the vision and outcomes set in this plan. Recognizing the long-term nature of this plan, the strategies and actions have been prioritized into short (2013 - 2018), medium (2019 - 2024) and long-term (2025 – 2038) implementation periods. Capital and operational implications are also presented.

Table 6 Implementation Matrix

| IMPLEMENTATION PLAN | | | | |
|---|--------------------------|-------------|--------|--------------------|
| ACTIONS | IMPLEMENTATION TIMEFRAME | | | RESPONSIBILITY |
| | 2013 - 2018 | 2019 - 2024 | 2025 + | |
| IMPROVE REGIONAL COORDINATION, COOPERATION AND FUNDING FOR DELIVERY OF THE REGIONAL RECREATION SYSTEM | | | | |
| 1. Implement a new recreation funding formula, service agreement and accountability system between the Towns and the County. | ✓ | | | County |
| 2. Establish a long-term regional recreation advisory board to provide cross region advice to the Sturgeon Regional Partnership on the implementation and renewal of this plan and delivery and coordination of inter-municipal recreation services in the region. | ✓ | ✓ | ✓ | SRP |
| 3. Regional partners will continue their current recreation related granting programs and, in recognition of alternative provider's aging infrastructure, will explore options for increasing their financial support, if possible under the new funding formula, for community organizations who operate recreation facilities that contribute to the achieving the desired outcomes in this plan. | ✓ | | | Each Town & County |
| 4. The County and each Town will review their existing recreation granting programs and ensure evaluation and selection criteria align with and support the outcomes and priorities set in this plan. | ✓ | | | Each Town & County |
| 5. Prepare and execute a regional communications plan that utilizes modern and traditional communications tactics such as a regional recreation website, social media and print media to promote, raise awareness of and increase participation in cross-regional recreation opportunities offered by the Town's alternative providers, other levels of government and the Edmonton Garrison. | ✓ | | | SRP |
| 6. Plan and implement a region wide recreation transportation system to improve access to cross regional recreation opportunities. | | ✓ | | SRP |
| 7. Evaluate the need, and if appropriate, explore options to pursue cross region adjustments to current taxation programs to improve funding for recreation service delivery. | ✓ | | | SRP |
| 8. Conduct a regional recreation policy review and alignment study to identify opportunities to align fee, subsidy, access, prioritization, maintenance and other relevant policies. | | ✓ | | Each Town & County |
| 9. Review existing and develop new Town and County trail and pathway plans to improve connectivity between residents and district and neighborhood level facilities. | | ✓ | ✓ | Each Town & County |
| 10. Undertake the development of a regional parks, trails and open space plan to align with and support the regional recreation master plan. | | ✓ | | SRP |
| DEVELOP NEW OR REPURPOSE EXISTING DISTRICT LEVEL RECREATION FACILITIES TO ADDRESS CURRENT AND ANTICIPATED FACILITY GAPS | | | | |
| BON ACCORD | | | | |
| 11. Develop a new multi-purpose facility for general use, fitness programming dance and pre-school and children's programming. Examine options to attach this space to an existing facility. | ✓ | | | Bon Accord |

| IMPLEMENTATION PLAN | | | | |
|--|--------------------------|-------------|--------|----------------|
| ACTIONS | IMPLEMENTATION TIMEFRAME | | | RESPONSIBILITY |
| | 2013 - 2018 | 2019 - 2024 | 2025 + | |
| GIBBONS | | | | |
| 12. Complete construction of the planned cultural centre to provide additional youth and arts programming space. | ✓ | | | Gibbons |
| 13. Develop new fitness spaces including an open floor fitness programming space and a weight and cardio room. | ✓ | | | Gibbons |
| 14. Develop new space or consider the repurposing of the existing pottery studio and/or dance studio to accommodate pre-school and children programming. | ✓ | | | Gibbons |
| LEGAL | | | | |
| 15. Enter into discussions with the ACFA to understand the impact of the new school on the future uses of the Hall. Explore opportunities to increase day-time and evening-weekend access for community programs operated by the Town. Explore options to improve the availability of storage space at the hall. | ✓ | | | Legal |
| 16. Develop a spray park to provide this opportunity locally for district residents. | | ✓ | | Legal |
| MORINVILLE | | | | |
| 17. Develop new spaces to provide open floor fitness programs and weight/cardio equipment. | ✓ | | | Morinville |
| 18. Increase programming spaces for the arts. | ✓ | | | Morinville |
| 19. Develop a new youth programming space to replace the existing youth facility. | ✓ | | | Morinville |
| 20. Develop new seniors programming space. | ✓ | | | Morinville |
| REDWATER | | | | |
| 21. Repurpose the existing undeveloped space in Pembina Place into a fitness room for open floor programming, dance and martial arts. | ✓ | | | Redwater |
| 22. Evaluate the feasibility and appropriateness of re-purposing the two programming spaces currently rented for day-care into spaces for youth programs, pre-school programs, and adult general interest. | ✓ | | | Redwater |
| 23. Decommission the current skateboard park and utilize space to expand the RV Park. Resurface the outdoor rink and repurpose it as the skateboard park during summer. New skateboard park equipment should be acquired to replace the current equipment. | ✓ | | | Redwater |
| 24. Develop a spray park to provide this opportunity for district residents. | | ✓ | | Redwater |

>

| IMPLEMENTATION PLAN | | | | |
|---|--------------------------|-------------|--------|----------------|
| ACTIONS | IMPLEMENTATION TIMEFRAME | | | RESPONSIBILITY |
| | 2013 - 2018 | 2019 - 2024 | 2025 + | |
| STURGEON COUNTY | | | | |
| 25. Develop new spaces to provide open floor fitness programs and weight/cardio equipment | ✓ | | | County |
| PLAN AND DEVELOP A NEW MULTIPURPOSE, MULTIGENERATIONAL REGIONAL RECREATION COMPLEX | | | | |
| 26. Undertake a Siting Study to determine potential and recommended location for a regional multi-purpose, multigenerational recreation complex. Begin land assembly for the optimal site. | ✓ | | | SRP |
| 27. Undertake a conceptual facility and site master plan for the regional complex and pursue municipal approvals. | | ✓ | | SRP |
| 28. Conduct an economic feasibility, governance and funding assessment to determine a clear governance structure and funding model for the facility. | | ✓ | | SRP |
| 29. Undertake a detailed design development facility and master planning. | | ✓ | | SRP |
| 30. Begin phased development of the regional recreation complex. | | ✓ | ✓ | SRP |
| ENHANCE THE QUALITY AND SUSTAINABILITY OF EXISTING RECREATION FACILITIES BY ADDRESSING MAJOR MAINTENANCE DEFERRALS | | | | |
| REGIONAL | | | | |
| 31. In partnership with regional alternative providers, execute an assessment of alternative provider facilities to determine how the facilities are being used, by whom, their current condition and functionality and the extent of municipal grants allocated to alternative provider facilities. | ✓ | | | SRP |
| 32. The condition and functional assessment indicates that the average useful remaining life of the region's baseball / softball diamonds and soccer fields is approximately 12 years. The regional partnership should collectively undertake a strategic sports field master plan to evaluate the needs and optimal distribution of municipally owned and operated sports fields throughout the region. The plan should also address the repurposing of sports fields deemed to unnecessary, if any. | | ✓ | | SRP |
| BON ACCORD | | | | |
| 33. Arena - Investigate and address the cause of the cracks and displacement in the flooring. To improve the efficiency of the building, interior walls should be re-insulated and building envelope leaks should be addressed. Work should be undertaken to replace the original building wiring and electrical panels. | ✓ | | | Bon Accord |
| 34. Skateboard Park - Repair asphalt surface and localized accessory damage to lengthen the remaining useful life of the facility. | ✓ | | | Bon Accord |
| GIBBONS | | | | |
| 35. Arena - Peeling paint is evidence of moisture retention in the facility. The cause of the moisture retention should be investigated and corrective action taken. As well, the facility's electrical system requires further investigation and any necessary corrective actions should be taken to ensure its longevity and safety. | ✓ | | | Gibbons |

| IMPLEMENTATION PLAN | | | | |
|---|--------------------------|-------------|--------|----------------|
| ACTIONS | IMPLEMENTATION TIMEFRAME | | | RESPONSIBILITY |
| | 2013 - 2018 | 2019 - 2024 | 2025 + | |
| 36. Basketball Court – Jack Hogg Sports Grounds - The asphalt surface at the basketball court should be replaced and the site improved to retain unstructured basketball ball opportunities for youth and others. | | ✓ | | Gibbons |
| LEGAL | | | | |
| 37. Curling Rink - Peeling paint is evidence of possible moisture retention. The cause of the peeling paint should be investigated and corrective action taken as necessary. Roof damage above the ice sheets should be addressed. | ✓ | | | Legal |
| 38. Arena - Repair bubbling and damage to the roof above the arena lobby. Pursue the enlargement of the players boxes and update player dressing rooms. | ✓ | | | Legal |
| MORINVILLE | | | | |
| 39. Ray McDonald Sports Centre Arena - Replace the original ice rink piping and repair all roofing leaks, columns and water damage to extend the arena's life for at least 5 years while the Town plans for a multi-purpose recreation facility which includes consideration of various strategies such as working with the Sturgeon Regional Partnership. | ✓ | | | Morinville |
| 40. Ray McDonald Sports Centre Curling Rink - Replace the curling rink's roof. | ✓ | | | Morinville |
| 41. Ray McDonald Sports Centre Soccer Fields 1, 2, 3 & 4 - The soccer fields at the Ray McDonald Sports Centre have nearly reached the end of their useful life. The fields should be stripped, regarded and re-surfaced with grass. | | ✓ | | Morinville |
| 42. Splash Park - Splash parks can consume significant volumes of fresh water. The Town should explore and pursue feasible water conservation or recirculation strategies to minimize water consumption. | ✓ | | | Morinville |
| REDWATER | | | | |
| 43. Outdoor Swimming Pool - The outdoor pool is a popular community attraction and generally in good condition. The pool skimmers should be replaced maintenance to repair the underwater chips and cracks should be undertaken. The roof of the shower building should be replaced and new change stalls added to accommodate demands. | ✓ | | | Redwater |
| CAPITALIZE ON THE ECONOMIC POTENTIAL OF RECREATION AND SPORT TOURISM | | | | |
| 44. Work with regional economic development agencies to collaboratively undertake the development of a regional sport tourism destination planning, branding and marketing strategy. | | ✓ | ✓ | SRP |
| 45. Work with regional economic development agencies to attract major regional and provincial tournaments to the region. | | ✓ | ✓ | SRP |

>



08 PERFORMANCE MANAGEMENT SYSTEM

Through conversations with the regional community it was clear that there was significant support for the outcomes set in this plan. However, it was also clear that the outcomes need to be meaningful and measurable in order to monitor progress and enable accountability and transparency between municipal partners. The region expects progress to be made towards these outcomes. In response, the following will serve as a framework to measure the region's progress toward achieving the outcomes we have set together.

A regional reporting program does not yet exist. The above performance measure system provides a general framework on which to define detailed indicators and monitoring, reporting and accountability systems and reporting periods. The Sturgeon Regional Partnership will work in cooperation to define a meaningful, yet pragmatic and cost effective, system to track progress towards the region's desired outcomes.

| DESIRED OUTCOME | WHAT WILL SUCCESS LOOK LIKE IN 25 YEARS |
|--|--|
| HEALTHIER & HAPPIER CITIZENS | » Regional residents will report being more physically active, more often. |
| CLOSER FAMILIES | » Regional residents will report spending more time recreating together as a family. |
| EARLY DEVELOPMENT & LIFE LONG LEARNING | » The frequency with which youth and seniors participate in recreation activities will increase |
| COMMUNITY PRIDE & SENSE OF CONNECTION | » The percent of regional residents reporting a strong sense of pride and connection to their community and the region will increase. |
| REDUCED ENVIRONMENTAL EFFECTS | <ul style="list-style-type: none"> » The per capita (e.g. person, sqft, hr of operation) consumption of fresh water will decrease » The per capita (e.g. person, sqft, hr of operation) consumption of energy will decrease. » The per capita (e.g. person, sqft, hr of operation) production of solid waste will decrease. |
| INCREASED ECONOMIC IMPACT OF SPORT TOURISM | » The direct and indirect expenditures of sport tourists will increase throughout the region |
| QUALITY, SAFE & ACCESSIBLE FACILITIES | <ul style="list-style-type: none"> » All recreation facilities will be barrier free for people with mobility constraints. » Condition assessments will find all recreation facilities to be in a safe and functional condition. |
| COOPERATION & COORDINATION | » The Sturgeon Regional Partnership is working together effectively to collaboratively plan for and deliver high quality recreation facilities in the region. |



ACKNOWLEDGEMENTS

The Sturgeon Regional Recreation Master Plan is a collaborative vision for recreation delivery in region over the next 25 years. The inspired and collective efforts of the region's residents, recreation stakeholders, elected officials, administration and the project team from Stantec Consulting Ltd and Professional Environmental Recreation Consultants have developed a strong foundation and clear future for recreation.

Thank you to everyone who took part in developing this plan and sharing your expertise, vision, aspirations and concerns throughout the planning process.

REFERENCES

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APPENDICES

APPENDIX A – FACILITY CONDITION ASSESSMENT RATING DEFINITIONS

APPENDIX B – STAGE 1 COMMUNITY & STAKEHOLDER ENGAGEMENT SUMMARIES

APPENDIX C – STAGE 2 COMMUNITY ENGAGEMENT SUMMARIES

APPENDIX D – POTENTIAL RECREATION FACILITY NEEDS - DECISION MAKING FRAME WORK

APPENDIX A FACILITY CONDITION ASSESSMENT RATING DEFINITIONS

Very Good

The facility is well-maintained order. Preventative maintenance is occurring as needed and the maintenance system is responding to all corrective maintenance. As-built or better condition is being achieved and all facility systems are functioning in a good manner. The facility enables exceptional recreation opportunities for its users.

Good

The facility can be described as all elements are being maintained well. Preventative maintenance is occurring as needed and the maintenance system is responding to all corrective maintenance. As-built condition is being achieved and all facility systems are functioning in a good manner.

Average

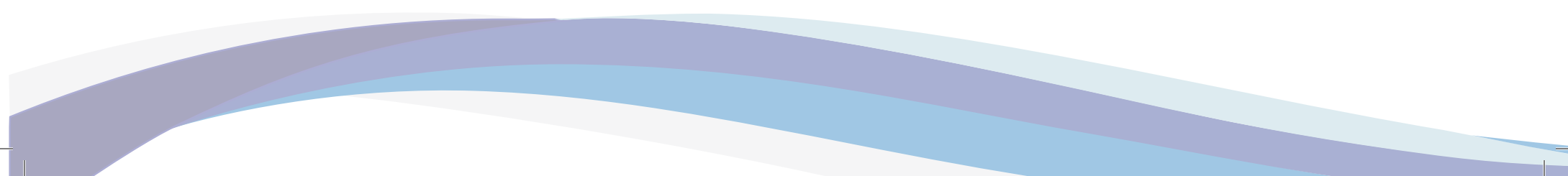
The facility can be described as most elements are being maintained well. As-built condition is being achieved in most facility systems. Facility systems have a number of years remaining before reaching their service life. Deterioration has commenced but maintenance initiatives are preventing generally further deterioration of the facilities elements.

Fair

The facility is no longer being maintained to as-built standard and patch and repair maintenance is being performed as opposed to replacement. Although the maintenance system is reacting to trouble calls, many routine maintenance needs are being deferred. This condition may have resulted because a minimum standards are being met knowing that the facility will be replaced in the future. Facility systems are nearing or have exceeded their service life and current technological updates could be implemented for efficiency and economy.

Poor

The condition is unsatisfactory. The facility is being neglected to the extent that failure to correct on deficiency often leads to another more serious problem. The facility is still functional, but its remaining useful life is limited, as it is approaching concerns for health or personnel safety. The facility systems have exceeded their service life and obsolescence has occurred in terms of efficiency and economy.



APPENDIX B STAGE 1 COMMUNITY & STAKEHOLDER ENGAGEMENT SUMMARIES

STAKEHOLDER WORKSHOP SUMMARY

WHERE: Bon Accord Jewel Box

WHEN: October 16, 2012 5:00pm – 8:00pm

WORKSHOP OVERVIEW:

The stakeholder workshop began with a presentation on the project, the planning process and the agenda for the evening. Participants were separated into groups and the formal facilitated session was commenced. Each group was provided one of the guiding questions and asked to brainstorm ideas and input within an allotted time. At the end of the allotted time, the question was rotated to the next group and the process repeated itself. Each group was then provided with a map of the region and asked to locate, spatially, where they felt new or upgraded facilities ought to be located based on previous input. To conclude the workshop, each group was asked to summarize to their colleagues the key points from their final question and their mapping exercise. Representation at the workshop was largely from adults and older adults. No youth representatives were present.

WORKSHOP PARTICIPANTS: 47

WORKSHOP FINDINGS:

1) What is currently working with recreation in the region?

RECREATION PROGRAMMING - Participants were in agreement that much of the programming offered throughout the region was working well.

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RECREATION FACILITIES – Participants identified that the many of the region’s baseball diamonds, other outdoor fields and special use facilities like the skate parks were working well.

VOLUNTEERISM – The significant contribution of volunteers to the provision of recreation within the region was a focus.

COMMUNICATIONS – Communication specific to certain communities in the region was said to be working well. Cross-regional communication was identified as an area in need of improvement.

2) What does success look like?

When asked what a successful regional recreation master plan would look like, participants most commonly identified the following:

OUTCOMES FOCUSED – leading to notable change.

FEASIBLE & IMPLEMENTABLE – the plan needs to be easy to understand, realistic and affordable.

FLEXIBLE – recreation facilities are to be flexible in space and time.

COORDINATION & COOPERATION - between all elements in the regional recreation system.

ATTRACT – people, families and business to the region.

Participants were also clear that the planning process needs to be MEANINGFUL and ACCESSIBLE.

3) Visioning - What do you see as the vision for municipal recreation facilities in the region?

With a vision to the future of recreation in the region, the following themes emerged as important components of region's recreation vision:

COMMUNITY DRIVEN – to meet the needs of the regional community.

SUSTAINABLE – recreation facilities should be sustainable – environmentally, economically and socially.

FLEXIBLE – future facilities will be multi-purpose, multi-generational spaces that provide flexibility in meeting the region's recreation needs.

EQUITABLE – the distribution of and access to recreation facilities will be equitable across the region as will the sharing of costs.

ACCESSIBLE – to everyone regardless of age, ability or income.

COORDINATION & COOPERATION – the region will take a coordinated approach to planning for recreation and cooperation will be integral to recreation delivery.

4) Goals - What goals do you have for municipal recreational facilities in the region?

Participants recognized the need for the plan to contain a clear set of goals to which all priorities and actions in the plan will work to achieve. Goals that emerged from the workshop included:

PARTICIPATION BY ALL AGES – enable participation in recreation of all age groups.

INCREASE PHYSICAL ACTIVITY – increase participation in physical activity.

DIVERSITY IN RECREATION OPPORTUNITIES – ensure a diverse repertoire of recreation opportunities in the region.

AFFORDABLE – ensure recreation opportunities remain affordable. Ensure the region can afford to implement the plan.

COORDINATION & COOPERATION – regional partners will coordinate with each other and other recreation providers to implement the plan.

REGIONAL SCALE MULTI-PURPOSE FACILITY – a regional scale facility to provides a multi-purpose and multi-generational space that attracts competitions and users from the capital region.

SAFE RECREATION OPPORTUNITIES – the design, maintenance and operation of recreation facilities will provide safe recreation opportunities.

5) What most needs to be improved with recreation in the region?

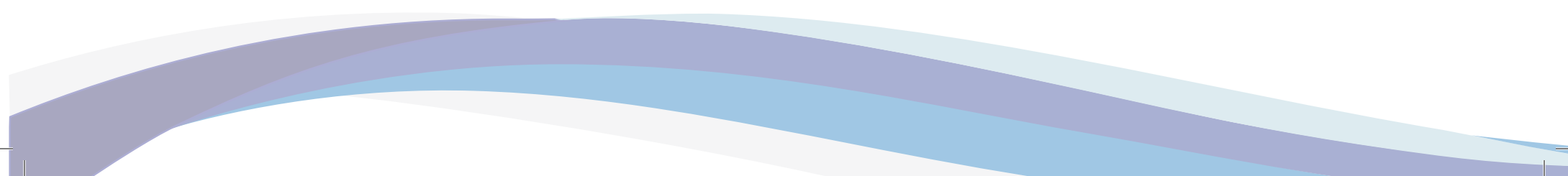
Thinking about what most needs to be improved with recreation in the region, participants identified the following:

COORDINATION – better cross-regional coordination is required.

COMMUNICATION – improved communication about recreation opportunities would be beneficial.

VOLUNTEERISM – a coordinated and improved regional volunteer recruitment and acknowledgement program is needed.

DIVERSITY OF AGE SPECIFIC OPPORTUNITIES – need to improve the diversity of spontaneous and programmed recreation opportunities for all ages.



RECREATION FACILITIES – new facilities are needed while others need to be upgraded or repurposed.

FACILITY MAINTENANCE – maintenance of existing facilities needs to be improved.

FUNDING – should be increased to better maintain existing aging recreation facilities.

INCLUSIVITY & TRANSPORTATION – improvements to the existing transportation efforts in the region are needed to ensure seniors, and others without transportation can access recreation opportunities.

MOST NEEDED IMPROVEMENTS WORD CLOUD

The larger and darker the word, the more frequently it was recorded by participants at the workshop.



The following word cloud presents the most common words used by participants in all transcribed data:



MAPPING – Draw where you want to see new recreation facilities, the types and current facility upgrades

- Redwater - needs 2 more Baseball Diamonds, a splash park, basketball
- Bon Accord-needs a splash park and a Rec Center-all-encompassing if centralized and needed
- Possible outdoor baseball diamond, soccer field and skateboard park near Pinnacle Ridge community center
- Riviere Qui Barre, Calahoo, Veilleneuve, Mearns, Alcomdale - all community centers
- Multi-use facility x2
- Legal - needs splash park
- Bon Accord - needs pool (swimming) and curling

- Gibbons - needs skateboard park/BMX and more soccer fields (2 indoor, 1 outdoor)
- Sturgeon County - needs field house and basketball, soccer and volleyball courts
- Morinville - needs cross country ski
- Plan A: 1 large facility (volleyball, basketball, pool, arena, indoor soccer, training/fitness)
- Plan B: Divided resources, build facilities in phases; 2b- arena; 3- fitness; 4- pool

COMMUNITY OPEN HOUSE SUMMARY

WHERE: Bon Accord Community School

WHEN: October 16, 2012 5:00pm – 9:00pm

OPEN HOUSE PARTICIPANTS: 21

OPEN HOUSE SUMMARY:

The public open house was organized as a self-facilitated event. Participants were greeted at the door and given an orientation of the how the venue was organized and how they could provide input. A series of background information boards documenting the planning process, growth statistics and the current supply of the recreation facilities were provided. A series of topic focused stations were set up and participants were encouraged to provide input by documenting ideas on sticky notes, participating in a dot-mocracy exercise, writing input on flip charts, drawing on regional maps and by participating in the online survey at the online station. Topics included: visioning, goals, barriers and needed improvements. Participation in the open house was less than desired. Participants represented mostly adults and older adults; there was no participation by the youth demographic.

WORKSHOP FINDINGS:

VISION

With a vision to the future of recreation in the region, the following themes emerged as important elements of region's recreation vision:

- ACCESSIBLE
- OPPORTUNITY FOR ALL AGES
- HEALTHIER & HAPPIER CITIZENS
- FAMILY OPPORTUNITIES
- SUSTAINABLE
- SAFETY
- COORDINATION & COOPERATION

GOALS

Participants recognized the need for the plan to contain a clear set of goals to which all priorities and actions in the plan will work to achieve. Goals that emerged from the workshop included:

- COMMUNITY CONNECTION & PRIDE
- CLOSER FAMILIES
- EARLY DEVELOPMENT & LIFE LONG LEARNING
- COORDINATION & COOPERATION
- REGIONAL COMMUNICATIONS

REASONS FOR NOT PARTICIPATING

Participants were provided a list of potential barriers to participation in recreation and asked to identify the most significant barriers. The top 5 barriers were:

- 1) INCONVENIENT HOURS OF OPERATION
- 2) NO FACILITIES CLOSE TO HOME

- 3) FACILITIES ARE OF POOR QUALITY
- 4) LIMITED SPACE IN RECREATION PROGRAMS
- 5) FACILITIES DO NOT PROVIDE CHILD CARE

Participants identified other barriers that were not included on the list. These included:

- NOT KNOWING WHAT WAS AVAILABLE
- LACK OF INTER-REGIONAL TRANSPORTATION TO FACILITIES / PROGRAMS
- FLEXIBILITY OF PROGRAMMING TIMES

IMPROVEMENTS

Thinking about what most needs to be improved with recreation in the region, participants identified the following top 5 improvements:

- 1) FOSTERING AND PROMOTING RECREATION OPPORTUNITIES FOR SENIORS
- 2) FOSTERING AND PROMOTING SOCIAL AND LEADERSHIP OPPORTUNITIES FOR TEENS
- 3) COMMUNICATING ALL RECREATION OPPORTUNITIES IN THE REGION
- 4) FOSTERING & PROMOTING FITNESS & WELL-BEING
- 5) MUNICIPAL SUPPORT OF LOCAL GROUPS

Participants identified other barriers that were not included on the list. These included:

MULTI PURPOSE MULTIGENERATIONAL REGIONAL FACILITY IS NEEDED

- CONNECTIVITY OF FACILITIES TO RESIDENCES
- IMPROVED REGIONAL TRANSPORTATION TO RECREATION FACILITIES / PROGRAMS

- REALIZE THE ECONOMIC POTENTIAL OF RECREATION / SPORT TOURISM



MAPPING

A few specific locations were mentioned for new recreation facilities were mentioned; see details in the raw notes.

- Area between Morinville, legal and Bon Accord-pool, gym, youth facility (multipurpose)
- Bon Accord- toboggan hill (private land), regional recreation complex (multipurpose)
- Gibbons- more seniors program space
- Morinville- gymnastics offered, need a decent teen center: visible, funky, welcoming, functional
- Gibbons- skate park
- Bon Accord- regional indoor pool in a central location (pool local municipality resources to build an indoor pool that services the whole area in a central location), centrally located multiplex

ONLINE SURVEY SUMMARY

WHERE: Online Survey

WHEN: October – November 2012

SURVEY OVERVIEW:

The online survey was implemented to provide residents and stakeholders with a convenient means to participate in the planning process. The survey was not intended to be statistically valid and was not representative of the regional population. It was designed to gather general insight into recreation preferences, regional recreation facility utilization, resident satisfaction with recreation, barriers to participation, recreation priorities, and areas for improvement, regional recreation outcomes and volunteerism. The results of the survey cannot be generalized to the broader regional population but are a reflection of the opinions of those in the region who were concerned enough to participate.

SURVEY PARTICIPANTS:

- Surveys were submitted by over 325 participants.
- Variable participation across the region – greatest was Morinville at 38% and least was Bon Accord and Redwater at 8%.
- 56% of participants were 30-49 years of age; 32 % of participants were 50-69 years of age; only 8% were 18-29 years of age.
- Female dominated participation - 72% of participants.
- 55% of participants had average annual incomes of \$80,000 or more.

SURVEY FINDINGS:

RECREATION PREFERENCES

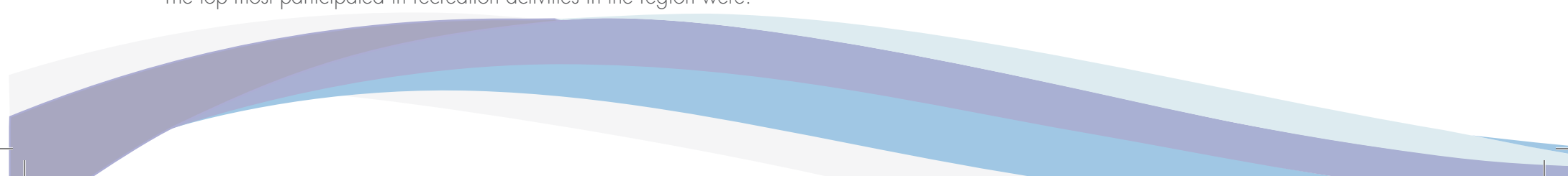
The top most participated in recreation activities in the region were:

- COMMUNITY GATHERINGS
- SPECTATOR AT SPECIAL EVENTS
- GARDENING
- PLAYGROUND
- FITNESS CLASSES
- SWIMMING

The results clearly showed that participants prefer both spontaneous and structured recreation opportunities.

The most used recreation facilities in the region, by community, were:

| TOWN | FACILITY |
|-----------------|--|
| Bon Accord | » Hockey Arena (75%) |
| Gibbons | » Hockey Arena (51%) » Community Hall (49%) |
| Legal | » Arena (74%) |
| Morinville | » Cultural Centre (64%) » Splash Park (57%) » Hockey Arena (53%) |
| Sturgeon County | » Baseball Diamonds (65%) |
| Redwater | » Hockey Arena (60%) |



SATISFACTION

There were few elements that participants were clearly satisfied with. Clear trends did not emerge. However, more participants, than not, were completely or somewhat satisfied with:

- FACILITY CONDITION
- FACILITY LOCATION
- FACILITY OPERATING HOURS
- COST / ADMISSION FEES

More participants, than not, were somewhat or completely unsatisfied with:

- VARIETY OF FACILITIES

Participant's satisfaction with NUMBER OF FACILITIES and ACCESS TO CONVENIENT TIMES was equally split between satisfied and unsatisfied.

BARRIERS TO PARTICIPATION

The top 5 most common barriers to participation included:

- 1) NO FACILITIES CLOSE TO HOME
- 2) LACK OF FREE TIME
- 3) HOURS OF OPERATIONS
- 4) POOR QUALITY FACILITIES
- 5) ADMISSION FEES ARE TOO HIGH

Additional barriers to participation reported by participants are illustrated in the following word cloud (the larger and darker words indicate that more participants identified those particular key words):



4. PRIORITIES

Participants clearly believe that recreation is an essential community service (96% completely or mostly agree) and believed that municipally provided recreation services should result in indirect benefits to all (90% completely or mostly agree).

When asked about the agreement with statements regarding priority services and segments, there was clear direction that public resources should be prioritized on the following segments:

- FAMILIES (94% completely or mostly agree)
- YOUTH (91% completely or mostly agree)

There was less, though still significant, direction that SENIORS should be a priority segment (77% completely or mostly agree).



When asked about the priority services, there was clear support for the statement that “the priority for municipally delivered recreation services should be on providing opportunities that improve health, build life skills, social interaction and family experiences (96% completely or mostly agree).

The top 5 most important recreation service areas were:

- 1) SUPPORTING FAMILY ORIENTED LEISURE OPPORTUNITIES
- 2) FOSTERING & PROMOTING FITNESS / WELL BEING
- 3) FOSTERING & PROMOTING SOCIAL & LEADERSHIP OPPORTUNITIES AMONGST TEENS
- 4) ENCOURAGING SPECIAL EVENTS & CELEBRATIONS
- 5) FOSTERING & PROMOTING RECREATION OPPORTUNITIES FOR SENIORS

DESIRED OUTCOMES

Participants were asked to rank the agreement with a number of outcome statements. There was very strong support for each of the outcome statements:

- RECREATION SHOULD BE USED AS A TOOL TO IMPROVE INDIVIDUAL HEALTH & WELL BEING
- RECREATION IS FUNDAMENTAL TO ENRICHING THE LIVES OF RESIDENTS AND FOSTERING A SENSE OF COMMUNITY IDENTITY, SPIRIT, PRIDE AND CULTURE
- RESIDENTS SHOULD HAVE CONVENIENT ACCESS TO A DIVERSITY OF ACTIVE AND PASSIVE STRUCTURE AND SPONTANEOUS RECREATION OPPORTUNITIES

Participants’ responses showed strong support for a cooperative and coordinated partnership approach to recreation service delivery. 88% of participants completely or mostly agreed that regional recreation services should be funded and delivered

through inter-regional partnerships between the municipal, not-for-profit and private partners.

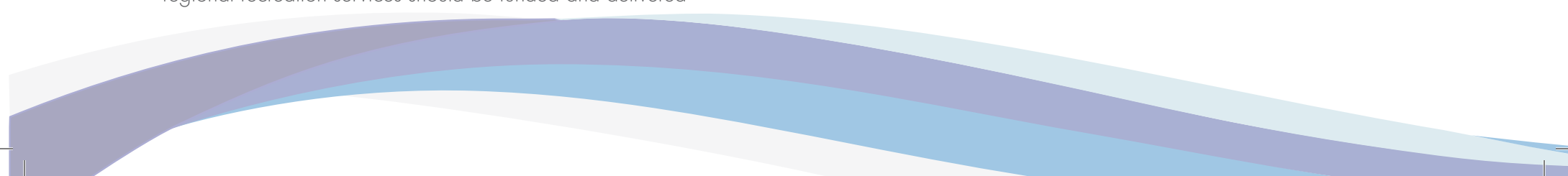
AREAS FOR IMPROVEMENT

Respondents clearly believed that the region needs more recreation facilities to meet current and future recreation needs (73%).

The facilities most needed included:

- MULTIPURPOSE FACILITY INCLUDING INDOOR POOL
- AREAS FOR UNSTRUCTURED RECREATION
- BASEBALL / SOFTBALL FIELDS
- ICE HOCKEY / ARENAS
- FITNESS / WEIGHT FACILITIES

Playgrounds **Swimming Pool**
 Tennis Courts **Ice Hockey Arena**
Multi-purpose facility
 Fitness Weight Facilities **Baseball Fields**
Unstructured Recreation Areas
 Arts and Culture Facilities



Participants felt the least needed facilities included:

- SOCCER FIELDS (Outdoor)
- SKATEBOARD PARKS
- RUGBY / FOOTBALL FIELDS
- VOLLEYBALL COURTS
- TRACK FIELDS

Recreation services most in need of improvement included:

- SUPPORTING FAMILY ORIENTED LEISURE OPPORTUNITIES
- MUNICIPAL SUPPORT OF LOCAL COMMUNITY GROUPS
- ENCOURAGING SPECIAL EVENTS & CELEBRATIONS
- FOSTERING & PROMOTING FITNESS & WELL BEING
- PROTECTING REGIONAL NATURAL RESOURCES

The following table presents and contrasts the most important recreation against the recreation services most in need of improvement:

| MOST IMPORTANT RECREATION SERVICES | RECREATION SERVICES MOST IN NEED OF IMPROVEMENT |
|--|---|
| 1. Supporting family oriented leisure opportunities | 1. Supporting family oriented leisure opportunities |
| 2. Fostering and promoting fitness and well being | 2. Municipal support of local community groups |
| 3. Fostering & promoting social & leadership opportunities amongst teens | 3. Encouraging special events & celebrations |
| 4. Encouraging special events celebrations | 4. Fostering and promoting fitness and well being |
| 5. Fostering & promoting recreation opportunities for seniors | 5. Protecting regional natural resources |

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The above matrix suggests that, in the opinion of respondents, some of the most important services are also those most in need of improvements:

- Supporting family oriented leisure opportunities
- Fostering and promoting Fitness & Well Being
- Encouraging special events & celebrations

VOLUNTEERISM

63 % of participants indicated that they have volunteered for recreation-related activities in the region in the past year. The most common range of volunteering was 1-5 hrs per week (43%)

WILLINGNESS TO PAY

Results suggest a willingness by survey participants to accept an increase in annual taxes to provide new or upgraded recreation facilities (72% agreed, 13% disagreed and 15% did not know).

However, the annual increase participants were willing to pay was not clear and fewer participants submitted answers to this question (99 responses versus 124 responses for the willingness to access a tax increase).

- \$25 annually – 24 %
- \$26 - \$50 annually – 23%
- \$51 - \$ 75 annually – 25%
- \$76 + annually – 27%.

OTHER SUGGESTIONS

When asked to provide other information that should be considered in the development of the plan, the following themes, some of which reiterate findings from above, emerged:

- Travel distances to access are a barrier
- Travel methods are a barrier; increased public transit and active transportation
- Further age-specific activities and facilities; seniors, children, teens
- Family programs
- Multipurpose facility needed
- Increased active safe transportation options – walking and cycling paths
- Naturalized recreation areas including community gardens
- Maximize tax dollars spent on recreation
- Increased public participation in recreation decision-making process
- Greater funding from County level to assist municipalities

COUNCIL & STAFF FRAMEWORK SETTING WORKSHOP SUMMARY

As a first step in the stage 1 engagement process, a framework setting workshop was held on September 5th 2012 at the Morinville Cultural Center. 34 Elected officials and senior staff members from all six municipalities gathered to understand the planning process, explore priorities, identify areas of improvement, discuss funding policy and begin to establish a decision-making framework for the long range Regional Recreation Master Plan. At the workshop they discussed, and generally supported the application of the Benefits Based Approach to the delivery of municipal recreation services. This approach, while a basis for making all decisions about the delivery of public leisure services, can and will be used as the basis for the Sturgeon Regional Partnership Regional Recreation Master Plan. It begins with draft foundation statement, proceeds to a Mission Statement, Goals, and Objectives and ends with a brief discussion about how the goals

and objectives can be used as a decision making framework which forms the basis for the Regional Recreation Master Plan. It applies to each of the partner municipalities separately, or all collectively. The workshop participants generally endorsed the approach and were supportive of the consultants using it as the basis for their Sturgeon Regional Partnership Regional Recreation Master Plan.

DRAFT FOUNDATION STATEMENT

All our decisions about leisure services can be anchored in the following underlying premise.

The municipality will direct its efforts toward achieving the greatest “public good” possible in return for the investment of limited available public resources designated by council each year. This “cost/benefit” analysis will anchor all decision making.

DRAFT MISSION STATEMENT

The following mission statement is based on and consistent with the foundation statement above.

The municipal government will use public recreation services as vehicle in achieving socially worthwhile goals and objectives in our community, where the achievement of such goals and objectives clearly results in some form of indirect (i.e. public good) benefit to all citizens.

DRAFT GOALS

The following two goals add direction to and are consistent with the mission statement above.

To use public recreation as a vehicle to foster a sense of community identity, spirit, pride and culture. Recreation services in our community can be used as a vehicle to connect local citizens more positively to their community and enhance their sense of comfort with it. Where such initiatives require municipal support, it will be considered in terms of the amount of public good created in relation to the cost to the taxpayers. The success of such initiatives will clearly benefit all citizens.

To use public recreation as a vehicle to foster growth of individuals to become the best that they can be. Recreation services in our community can and do

help individuals to grow physically, emotionally, morally and creatively and help them to be as good as they can be. Where municipal support is needed to ensure such success, it will be considered within the cost/benefit framework referred to above. Healthier, more responsible citizens will clearly benefit the entire community.

DRAFT SERVICE OBJECTIVES

The following Service Objectives are consistent with the two goals described in the previous section. (They may be considered as specific public goods under which the goals can be measured.) All municipal recreational initiatives directed toward achieving the two goals could be categorized under one or more of these objectives.

SENSE OF COMMUNITY

To Encourage Special Events and Celebrations

Special events (e.g. carnivals, fairs, and the likes) can be contributed to a feeling of community identity and spirit. Therefore, the municipality should be involved in supporting special events to the extent necessary to ensure promotion of this objective.

To Support Local Groups

Local clubs, groups and agencies are and will be organizing and sponsoring leisure opportunities. The “people doing things for themselves” aspect of such groups is socially worthwhile and desirable. The municipality should support such groups in their efforts. Support may occur in a number of ways, including subsidized access to facilities, provision of public land, assistance in problem solving or help with promotion.

To Facilitate Spectator Exposure to Sporting Events

Community identity, spirit and culture can be fostered through the environment generated by spectators at athletic events. In such events, sport can be closely linked with community identity

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and pride. The municipality may have a role to play in ensuring opportunities exist.

To Facilitate Spectator Exposure To and Appreciation of the Arts

Artistic endeavors (both performing and visual) represent one of the most significant aspects of developing a culture in any community. Through exposure to the arts, local residents should develop a better appreciation of the cultural aspects of a community.

To Facilitate Opportunities for Social Functions

Because social functions are a valuable vehicle to use in developing community cohesion and identity, the municipality should strive to ensure that such opportunities exist.

To Support Family Oriented Leisure Opportunities

The family unit is an integral building block of community growth. Opportunities should be provided for families to pursue leisure as a family unit.

To Integrate Generations and Sub Groups within Our Community

Community growth can be fostered through increased contact between people of varying age groups within the community. The more contact and interchange between seniors and younger adults and children, the greater the potential for community growth. Therefore, in the provision of leisure services, attempts should be made to provide such contact and interchange between seniors and younger residents with a view toward transmitting cultural heritage across the generations. Community growth can further be fostered through an integrative mixing of various ethnic groups so that each better understands and appreciates the difference and strengths of the other. Multicultural recreation services can be used

as a vehicle in making the community more cohesive. Community growth can also be fostered by integrating various groups of people with special needs into mainstream programming. Whether individuals have physical, emotional or mental special needs, recreation can be used as a leveling and integrative force.

INDIVIDUAL GROWTH

To Foster and Promote Fitness and Overall Well Being

Fitness, in this context, is used broadly as a synonym for wellness, and refers to mental and emotional, as well as physical fitness. The fitness level of every resident of the community should be increased at least to a pre-determined minimum level with opportunities available for progress beyond this point.

To Foster and Promote Pre-School Leisure Opportunities

An opportunity should exist for every pre-school aged child to participate with other children in a variety of leisure experiences, in order to:

- Expose the child to social settings
- Foster gross motor development
- Provide a generally happy and satisfying atmosphere where growth can occur
- Teach basic safety skills and attitudes
- Celebrate their natural creative tendencies

To Foster and Promote Basic Leisure Skill Development in Leisure Pursuits for School Aged Children

A wide variety of leisure pursuits in such areas as sport, performing arts, visual arts, outdoor nature oriented skills, and hobbies, should be identified, and basic skill level instruction in each should be provided for school aged children in order to:

- Provide exposure to skills which may form the basis for enjoying lifetime leisure activities
- Contribute to gross motor and fine motor physical development
- Provide social settings in which social, moral and emotional growth can be fostered
- Provide the basis for leisure education (i.e. the teachings of the benefits of and wise use of leisure time).

Other agencies (e.g. the school system) may provide skill instruction in some areas, with the municipality filling the gaps.

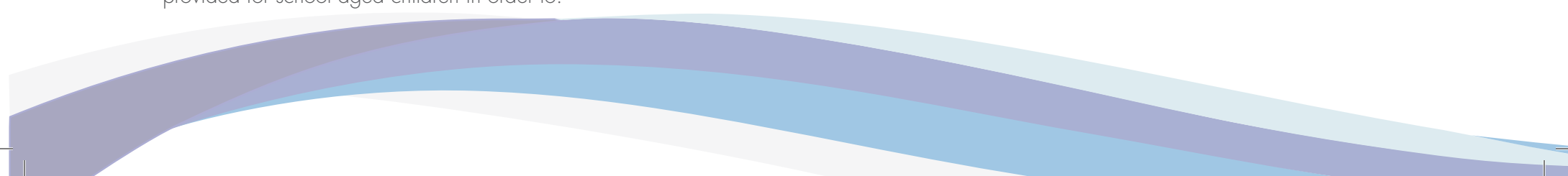
To Foster and Promote Advanced Leisure Skill Development in Leisure Pursuits for School Aged Children

Opportunities should be provided for those children who wish to further develop their interest and skills in a wide variety of leisure pursuits beyond the basic level.

To Foster and Promote Social and Leadership Opportunities for Teens

The maturing from youth to adult which occurs during teenage years is often a critical time in the life of an individual. It is also a time which individual difficulties may result in severe social problems. Hence, opportunities should be provided for teens to:

- Learn about themselves and how they will react to various social settings and pressures
- Develop positive social/emotional/moral skills, principles and convictions
- Develop positive leisure lifestyle patterns which will remain with them through adulthood.



To Foster and Promote Basic Leisure Skills in Leisure Pursuits for Adults

Opportunities should be provided in a wide range of leisure endeavors and hobbies for adults who wish to be exposed to such endeavors and learn some basic skills in each.

To Foster and Promote Advanced Leisure Skills in Leisure Pursuits for Adults

Opportunities should be provided for those adults who wish to further develop their interests or abilities in a wide variety of leisure pursuits.

To Foster and Promote Leisure Opportunities for Seniors

Opportunities should be provided for senior citizens to participate in the leisure activities of their choice in order to:

- Maintain overall fitness levels
- Maintain social contacts and continue to be involved in social environments
- Provide a continuing sense of worth and meaning of life through personal growth

To Educate Individuals about the Wise Use of Leisure Time

All residents should be generally educated as to the best use of leisure time and the benefits (e.g. growth and fulfillment) that accrue therefrom.

To Communicate about all Leisure Opportunities Available in the Area

The municipality should ensure that all local citizens are aware of all leisure opportunities that are available to them and how to gain access to each opportunity. Without this, the municipality

could be good at everything above, and yet still fail due to lack of awareness. In order to achieve the above, the municipality will provide leadership and coordination where necessary. It may also provide services directly where no other agency is able or willing to provide the service and the need is great. The municipality will also monitor the infrastructure necessary for success in achieving the above objectives. For example, an effective communication system is necessary so that all citizens are aware of the leisure opportunities that are available in the area and how to get access to them. Therefore, the municipality might provide leadership and coordination in creating such a system.

APPLICATION OF THE BENEFITS BASED FRAMEWORK

The above listed foundation statement, mission, goals and objectives provide a framework which can be used to help set priorities, develop policies (e.g. arena allocation policy, fees and charges policy) or prepare a long term Regional Recreation Master Plan. In preparing this Regional Recreation Master Plan, the above framework will be used to guide the plan and help set priorities. One way it can do that is for those that know the community best and are responsible for public sector decision making (e.g. our elected councils) to prioritize each of the above listed Objectives in terms of which most need to be improved in our area. The elected officials and their most senior staff that attended the workshop on September 5th did just that. They helped to set priorities and direction for the Recreation Master Plan by engaging in a scoring exercise to explore priorities and areas requiring improvements. The area's most in need of improvement, according to elected officials and senior staff are summarized in Table 7 on the next page.

Table 7 Council & Staff Input on Area Which Most Need to be Improved

| FOSTER SENSE OF COMMUNITY | SCORE | RANK |
|--|-------|------|
| Special Events | 17 | |
| Support to Community Groups | 34 | 4 |
| Spectator Sports | 7 | |
| Exposure to and appreciation of the Arts | 10 | |
| Social Functions | 17 | |
| Opportunities for Family Units | 43 | 2 |
| Mixing Generations and Sub Groups | 38 | 3 |

| FOSTER GROWTH OF THE INDIVIDUAL | SCORE | RANK |
|--|-------|------|
| Fitness/Well Being | 19 | |
| Preschool Recreation Opportunities | 6 | |
| Basic Leisure Skills for School Aged Children | 8 | |
| Advanced Leisure Skills for School Aged Children | 11 | |
| Social Opportunities for Teens | 47 | 1 |
| Basic Leisure Skills for Adults | 7 | |
| Advanced Leisure Skills for Adults | 3 | |
| Recreation Opportunities for Seniors | 33 | 5 |
| Leisure Education | 3 | |
| Communicating opportunities | 16 | |

According to the summary opposite, the local officials believe that the highest priority need for improvements in their communities is to use recreation as a vehicle that will enhance:

- 1) Social recreation opportunities for teens;
- 2) Opportunities for family units to recreate together;
- 3) Mixing and integrating generations and subgroups within the community;
- 4) Support for community groups and agencies that deliver recreation services;
- 5) Recreation opportunities for seniors.

APPENDIX C STAGE 2 COMMUNITY ENGAGEMENT SUMMARIES

COMMUNITY OPEN HOUSE SUMMARY

WHERE: Gibbons, Villeneuve and Morinville

WHEN: January 8-10, 2013

PARTICIPANTS: 76

OPEN HOUSE SUMMARY:

The stage 2 public open houses were organized as a self-facilitated event. Participants were greeted at the door and given an orientation of the how the venue was organized and how they could provide input. A series of background information boards documenting the planning process, growth statistics and the current supply of the recreation facilities were provided. A series of topic focused stations were set up and participants were encouraged to provide input by documenting by participating in a dot-mocracy exercise, writing input on flip charts and by participating in the online survey at the online station. Topics included opportunities to review and share ideas regarding the proposed Vision, proposed Guiding Principles and proposed Outcomes, proposed Target Population Groups and proposed Target Facilities and the proposed Priorities & Actions. Participation in the open houses was less than desired in Villeneuve, for the other two attendee numbers did increase which was positive.

WORKSHOP FINDINGS:

PROPOSED VISION

The proposed vision was broken down to a series of sentences that

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were reviewed by all attendees. There was very clear support for the proposed vision (97% of all dots applied indicated full support or support with modifications); but some suggestions to improve the vision were provided and included:

The most common modifications included:

- Length – some felt the proposed vision was too long.
- Timeline – reduce the vision from 25 years to focus more on the next 5 years.
- Accessibility of Facilities – access to as well as within the facilities.
- Address the Gaps in the Vision – arts and crafts, teens and seniors need to be referenced.
- Ensure Diversity – the plan cannot just focus on sport, its needs to have a vision for all recreation.
- Measurable – the plan should be monitored to ensure progress towards the vision is being made.

PROPOSED GUIDING PRINCIPLES AND PROPOSED OUTCOMES

Eight guiding principles and eight outcomes were proposed for participants to review. Regional residents who participated through the open-houses demonstrated support for the proposed guiding principles.

| PROPOSED PRINCIPLE | OPEN HOUSE – FULLY SUPPORT OR SUPPORT WITH MODIFICATIONS |
|-----------------------------------|--|
| Provide Benefits to All | 93% |
| Diversity | 83% |
| Community Destinations | 95% |
| Accessibility & Inclusivity | 85% |
| Community Pride | 97% |
| Environmentally Sustainable | 97% |
| Multipurpose & Multi-Generational | 98% |
| Financial Sustainability | 78% |

Common modifications to the proposed principles included:

- Coordination – collaborate on regional facilities, facility siting, delivery of programs, with alternative providers and work together to establish a fair funding formula.
- Addressing barriers to participants – childcare is needed
- Equality – a few respondents felt that recreation should be provided by the private sector through a user pay system
- Timelines – more action is needed in the next 5 years
- Performance measurement – how to measure; ensure it can be quantifiable

- Generally, there was strong support for the proposed outcomes. However, there was a clear trend in both the open houses and online survey that increasing the economic impact of recreation through sport tourism received lower support than the other outcomes.

Participants also indicated strong support for the proposed outcomes.

| PROPOSED OUTCOME | OPEN HOUSE – FULLY SUPPORT OR SUPPORT WITH MODIFICATIONS |
|--|--|
| Healthier & Happier Citizens | 85% |
| Closer Families | 88% |
| Early Development & Life Long Learning | 97% |
| Community Pride & Sense of Connection | 84% |
| Reduced Environmental Effects | 87% |
| Increased Economic Impact of Sport Tourism | 66% |
| Quality, Safe & Accessible Recreation Facilities | 93% |
| Spirit of Cooperation & Improved Coordination | 83% |

Suggestions to modifying the proposed principles and outcomes were related to:

- ADDRESSING BARRIERS TO PARTICIPANTS
- EQUALITY
- TIMELINES
- COORDINATION
- PERFORMANCE MEASUREMENT
- COOPERATION

PROPOSED TARGET POPULATION GROUPS & PROPOSED TARGET FACILITIES

Three target population groups were proposed:

- CHILDREN, YOUTH AND YOUNG ADULTS
- DISENFRANCHISED POPULATIONS
- FAMILIES

Participants expressed clear support for placing greater emphasis and expenditures on facilities and programs that targeted children, youth and young adults and Families. 88% of participants fully supported placing greater emphasis on disenfranchised populations.

Common modifications focused on the need to define “disenfranchised populations” and ensure that it contains seniors.

When asked to share their thoughts on the facility types municipal providers ought to focus on, survey and open house participants confirmed that municipal focus should be on:

- Facilities that provide Structured and Unstructured opportunities
- Multipurpose, Multigenerational and Adaptable facilities
- Facilities capable of attracting Events and Tourism

Comparatively, participants indicated a lower degree of support for prioritizing facilities that have no or minimal fees.

PROPOSED PRIORITIES & ACTIONS

There was clear support for most of the proposed implementation strategies through the open houses.

| PROPOSED IMPLEMENTATION STRATEGY | OPEN HOUSE – FULLY SUPPORT |
|---|----------------------------|
| Improve Regional Coordination, Cooperation And Funding of the Regional Recreation System | 100% |
| Develop New or Repurpose Existing District Level Recreation Facilities to Address Current and Anticipated Facility Gaps and Accessibility | 93% |
| Plan and Develop a New Multipurpose, Multigenerational Regional Recreation Complex | 58% |
| Enhance the Quality And Longevity of Existing Recreation Facilities by Addressing Major Recreation Facility Maintenance Deferrals | 88% |
| Capitalize on the Economic Potential of Recreation and Sport Tourism | 63% |

Common suggestions in relation to the proposed strategies included:

- Transportation – participants wanted to see improved regional transportation to recreation facilities and programs.
- Accessibility – ensuring facilities are sited in locations that are easily and conveniently accessible was important
- Collaboration – improved coordination in provision of facilities and sharing of costs emerged.
- Communication – many participants highlighted the need to improve communications and awareness of both municipally provided facilities and programs and those provided by alternative providers such as the Edmonton Garrison and community associations.
- Regional Facility but Not at the Cost of District Facilities – The desire for a regional facility was clear, but participants noted that this should not come with a reduction in level of service in district and neighborhood facilities.

Respondents were asked to share more detailed thoughts on specific actions related to each of the proposed strategies. The most common themes emerging included:

- Multi-purpose Facility
- Indoor Pool
- Improve Condition of Existing Facilities – improving the existing facilities and recreation
- Outdoor Recreation Facilities – expanding trails and paths
- Convenient Access – centralize new facilities in relation to existing facilities

ONLINE SURVEY SUMMARY

WHERE: Online Survey

WHEN: January 2013

SURVEY OVERVIEW:

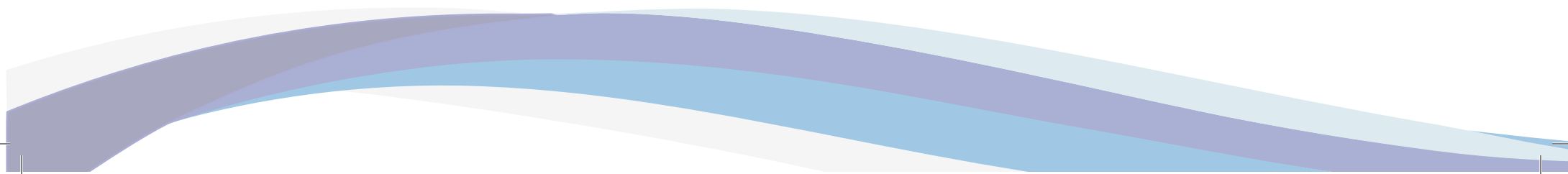
A second online survey was provided to the community to be engaged in the proposed themes that emerged from stage 1 of engagement for the draft recreation master plan. The same topics were used including: Proposed Vision, Proposed Guiding Principles and Proposed Outcomes, Proposed Target Population Groups & Proposed Target Facilities and Proposed Priorities & Actions. Although participation in this survey was significantly less than the first, it was able to confirm many of the findings from the open houses and provided some more insight on suggested modifications.

SURVEY PARTICIPANTS:

- 107 responses were received however only 35 were complete responses.
- Participation was scattered across the region – the top three

respondent communities were 51% from Morinville, 20% Legal and 17% Sturgeon County.

- 53% of participants were 30-39 years of age; 18% were 50-59 years of age.
- Female participation was dominate again which was also the case for survey 1 at 85%
- 82% of participants had annual household incomes of over \$80,000.



1) Please review and indicate your level of support for each of the statements in the Proposed Vision.

| | FULLY SUPPORT | SOMEWHAT SUPPORT | DO NOT SUPPORT | TOTAL RESPONSES |
|---|---------------|------------------|----------------|-----------------|
| In 2038, our region is known for its quality of life. | 32 (84%) | 6 (16%) | 0 (0%) | 38 |
| Recreation is recognized region wide as an essential community service and fundamental to the health, vibrancy and livability of our communities. | 32 (86%) | 4 (11%) | 1 (3%) | 37 |
| Structured and unstructured recreation opportunities are meeting the most pressing needs of the region and, regardless of one's place of residence, income, age or ability, are accessible to all of our residents. | 23 (62%) | 11 (30%) | 3 (8%) | 37 |
| Through recreation, residents of our region are happier and healthier than ever and engage in levels of physical and social activity needed to prevent poor physical and mental health. | 27 (73%) | 6 (16%) | 4 (11%) | 37 |
| Our residents are more engaged in our communities, improving our sense of pride, celebrating our culture and ensuring a strong connection within and between our region's communities. | 23 (61%) | 9 (24%) | 6 (16%) | 38 |
| Families spend more time together and more time enjoying our region; while visitors from the Capital Region, and abroad, travel here to partake in sport tourism events - enhancing our economic prosperity | 22 (59%) | 10 (27%) | 5 (14%) | 37 |
| Our recreation opportunities are helping to attract business investment and families to the region and recreation is purposefully being used as a strategy to address issues related to education, health, crime, early childhood development and life-long learning. | 24 (69%) | 6 (17%) | 5 (14%) | 35 |

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- 2) Please share your thoughts on how the proposed vision can be improved.

| # | RESPONSE |
|-----|--|
| 1. | Need to recognize the role of clubs and organizations. Need to consider safety in the pursuit of recreation activities. Add reference to presence of military families. Add many residents work outside the region so recreation opportunities will also be elsewhere than our community. |
| 2. | It has to be economically realistic |
| 3. | Sports tourism is not something that I would consider as one of my top priorities; it does not affect my quality of life. |
| 4. | It would be a great addition to our communities to have a center that can bring us all together. With lifestyles these days anything close to home is great, people deprive their children of activities lots of time because the facilities are so far away. |
| 5. | being seniors in Morinville..would like to see more sport activities for our youth and facilities for them to play in . |
| 6. | More recreational opportunities in town such as swimming pool, updated tennis courts, etc.. |
| 7. | Build more walking trails that connect the community and connect the community to other communities (Morinville to Cardiff). Build bike paths and how about some trees too. The parks are lame. They should be fun and have trees and be litter free for all to enjoy. |
| 8. | Give Morinville a swimming pool & indoor track |
| 9. | Your sentences and visions are so long that this survey can't possibly have much actual information gleaned from it. Your sentences are compound sentences that I could disagree with and totally agree with at the same time. This is one of the "fluffiest" surveys that I have EVER taken. You are providing next to nothing to these municipalities. |
| 10. | Over the 25 years, yearly reviews and benchmarking should take place to ensure the vision is met and adjustments made as needed. |
| 11. | Why are we not approaching the CFB (Military forces) to be in partnership with this plan as they are just as close to us physically as Red Water, Gibbons and they are a large part of Morinville's population. |
| 12. | Large joint facilities shared by the Towns & County, because facilities & programs users/registrants are from both. |
| 13. | Unfortunately, I do NOT fully understand just WHO decided exactly WHAT this proposed "vision" is supposed to be. The foregoing statements are quite nice, but mean absolutely nothing to the average citizen! |
| 14. | Shorten the time frame... what about next 5 years when my family is still here & young enough to use these facilities! |
| 15. | rec opportunities close to home |
| 16. | Residents seem to be only partially involved in what is happening in and around their communities, the residents and area need to be more involved if they want to see a difference. |
| 17. | I'm not sure why anyone wouldn't fully support this vision. |
| 18. | The vision needs to be supported by a realistic, tangible plan that will be instituted in stages. Residents want a five year plan in addition to a 25 year one. |

3) Please review and indicate your level of support for the Proposed Guiding Principles.

| | FULLY SUPPORT | SOMEWHAT SUPPORT | DO NOT SUPPORT | TOTAL RESPONSES |
|---|---------------|------------------|----------------|-----------------|
| Provide Benefits to All— The provision and operation of recreation facilities should achieve the greatest “public good” possible in return for the investment of limited available public resources | 32 (84%) | 6 (16%) | 0 (0%) | 38 |
| Diversity—We will work to ensure diversity in recreation facilities throughout the region and therefore diversity in recreation opportunities. | 29 (78%) | 5 (14%) | 3 (8%) | 37 |
| Community Destinations—Our recreation facilities will be gathering areas for the community. | 31 (82%) | 6 (16%) | 1 (3%) | 38 |
| Accessibility & Inclusivity—Recreation facilities and programming will be equitably distributed throughout the region and inclusive for all regardless of age, ability or income. | 28 (74%) | 7 (18%) | 3 (8%) | 38 |
| Environmentally Sustainable—The development, operation, upgrading and re-purposing of recreation facilities will incorporate low impact and energy efficient designs and building materials, utilize native landscaping and apply water conservation and other sustainability measures to mitigate the environmental effects of our facilities. | 27 (73%) | 10 (27%) | 0 (0%) | 37 |
| Community Pride—Our recreation facilities will be designed and operated to a quality that allows us to showcase what we have to offer to residents, prospective residents and visitors. | 32 (84%) | 6 (16%) | 0 (0%) | 38 |
| Multipurpose & Multi-Generational—Development, upgrading and re-purposing of facilities will work to create flexible, multipurpose and multi-generational spaces that are adaptable to the changing needs of the region and provide both structured and spontaneous recreation opportunities. | 30 (81%) | 6 (16%) | 1 (3%) | 37 |
| Financial Sustainability—Development and operation of recreation facilities will be fiscally sustainable though cost recovery will consider both the market and non-market economic benefits of recreation to individuals and the community. | 32 (89%) | 4 (11%) | 0 (0%) | 36 |

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4) Please share your thoughts on how the proposed guiding principles can be improved.

| # | RESPONSE |
|----|---|
| 1. | Encourage local politicians to collaborate on more regional facilities and programs to gain better economies of scale in program and service delivery. |
| 2. | They have to make sense not pie in the sky expectations |
| 3. | It sounds like they just want to cheap out. (Words like "sustainable" "fiscally responsible"). The community will not attract others if it continues to cheap out. Look at the low budget parks and crappy arena we have. You can't attract people to your spray park with no trees and a sea can for a change room. You will get what you pay for in recreation. Sounds like the same old - no swimming and crappy parks and a trail to nowhere. |
| 4. | Try to include everyone but don't do so at the expense of a good project that will help most. Our community is mostly families so build something that is family/child oriented. |
| 5. | I can't see why this survey was undertaken when there is no long term commitment from these communities to work together. This is a big waste of tax payers money. |
| 6. | Find several methods to engage as many citizens as possible including the elderly, disabled and financially disadvantaged. |
| 7. | Costs to be fully environmentally sustainable are extremely high and not sure if they are cost efficient. True financial sustainability not realistic as this has been proven with the MCC centre in Morinville. Cost efficiencies are very important to the residents. |
| 8. | Heat from the machines that operate the buildings is used to help heat the building. Retail outlets are able to rent space; to help pay for the building. Attach a motel with a pool to a facility & share pool with motel chain to recoup costs. |
| 9. | I do not want to see the community build recreational facilities and then rely on Photo Radar tickets to pay for them like the Cultural Centre....fiscally irresponsible. |

5) Please review and indicate your level of support for the Proposed Outcomes.

| | FULLY SUPPORT | SOMEWHAT SUPPORT | DO NOT SUPPORT | TOTAL RESPONSES |
|---|---------------|------------------|----------------|-----------------|
| Healthier & Happier Citizens - In 2038, our residents will be physically and mentally healthier and happier. | 29 (81%) | 5 (14%) | 2 (6%) | 36 |
| Closer Families - In 2038, our families will be closer, spending more time recreating and growing together. | 29 (81%) | 4 (11%) | 3 (8%) | 36 |
| Early Development & Life Long Learning - In 2038, our recreation facilities and programs will intentionally enhance early childhood development and foster lifelong learning. | 31 (86%) | 3 (8%) | 2 (6%) | 36 |
| Community Pride & Sense of Connection - In 2038, our residents will feel connected to their community and be proud to be a citizen of the region. | 32 (89%) | 3 (8%) | 1 (3%) | 36 |
| Reduced Environmental Effects - In 2038, we will have reduced the environmental effects of our recreation facilities. | 27 (77%) | 6 (17%) | 2 (6%) | 35 |
| Increased Economic Impact of Sport Tourism - In 2038, we will have significantly grown the economic impact of recreation and sport tourism in the region. | 24 (67%) | 9 (25%) | 3 (8%) | 36 |
| Quality, Safe & Accessible Recreation Facilities - In 2038, our recreation facilities will be conveniently distributed across the region, in good repair and delivering safe high quality recreation opportunities. | 32 (89%) | 3 (8%) | 1 (3%) | 36 |
| Spirit of Cooperation & Improved Coordination Outcome - In 2038, municipal and alternative recreation providers will be working effectively together to meet the recreation needs of the community, sharing cost equally. | 29 (81%) | 5 (14%) | 2 (6%) | 36 |

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- 6) Please share your thoughts on how the proposed outcomes can be improved.

| # | RESPONSE |
|-----|--|
| 1. | Better cooperation between the communities. |
| 2. | How can this be fairly shared |
| 3. | Who wouldn't support all these things... this question is very similar to the other ones and isn't really getting to the "what" you are going to do but rather what the outcomes should be. Are you measuring the options based on these outcomes? |
| 4. | In 2038 because of this recreation plan we will have cured world hunger. |
| 5. | The best possible outcomes will be achieved if all partnering municipalities work in the spirit of cooperation and make decisions for the greater of the common good. |
| 6. | Please word your questions so that they are more meaningful to the topic and not weighted to sway opinions or responses because there is a lack of understanding of the questions. Please check for spelling mistakes. Our Consultants are well paid to word these so that everyone can participate and understand what they are answering with NO spelling mistakes |
| 7. | Encourage all people to join committees & consider their opinions (like surveys & open houses - which are already being done). Be open to the fact that all residents have valuable information. The ideas do not have to come from the founding families of the area to be important. |
| 8. | Again - a lot of words, but very little REAL substance! |
| 9. | We need to fix the playground at the public school...this is the closest playground to us and I do not consider it an up to date or safe playground for my children. |
| 10. | Again, shorten the time frame. We need that now, short term |
| 11. | These are all realistic goals |
| 12. | I could really not be less concerned about sports tourism. We need a plan that positively impacts our residents now. As a young couple looking to start a family, we need to see positive changes happen in the short term, in addition to ongoing consideration for the longer term plan and related outcomes. |

- 7) It is not possible for our municipalities to be all things, to all people, all the time. With limited resources, we need to be focused on our priorities, not just in the provision of facilities, but also with the services we will offer and the target population we will focus on. Please review, and indicate your level of support for the Proposed Target Population Groups.

| | FULLY SUPPORT | SOMEWHAT SUPPORT | DO NOT SUPPORT | TOTAL RESPONSES |
|---|---------------|------------------|----------------|-----------------|
| Children, Youth and Young Adults - We recognize the importance of leisure education and developing a strong leisure repertoire at a young age. We know that an early start at a healthy lifestyle is likely to last and lifetime and participation in recreation is a proven means to ensure strong early childhood development which ultimately produces more productive citizens. | 30 (83%) | 5 (14%) | 1 (3%) | 36 |
| Disenfranchised populations - These residents tend to face many barriers that reduce or prevent participation which has been documented to lead to growing social issues and costs. | 18 (50%) | 15 (42%) | 3 (8%) | 36 |
| Families - Families that play together stay together, providing connection and vitality to our communities. | 32 (84%) | 6 (16%) | 0 (0%) | 38 |

- 8) In addition to establishing priority target populations, we need to be clear on what types of facilities we will focus on. Moving forward, we propose to place greater emphasis on indoor and outdoor recreation facilities that:

| | FULLY SUPPORT | SOMEWHAT SUPPORT | DO NOT SUPPORT | TOTAL RESPONSES |
|--|---------------|------------------|----------------|-----------------|
| Have no or minimal entry fees. | 14 (37%) | 16 (42%) | 8 (21%) | 38 |
| Provide structured and unstructured physical activity and programming opportunities. | 34 (89%) | 4 (11%) | 0 (0%) | 38 |
| Attract competitive sporting events and sport tourism. | 22 (58%) | 14 (37%) | 2 (5%) | 38 |
| Multipurpose, multigenerational and adaptable facilities. | 35 (92%) | 3 (8%) | 0 (0%) | 38 |

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- 9) Please share any further thoughts you have on proposed facility characteristics that will be a priority for municipal recreation providers.

| # | RESPONSE |
|-----|--|
| 1. | Entry fees ensure committed users. |
| 2. | cultural centre being build in Gibbons would have been a great opportunity for a recreation facility for the area but sadly it is not |
| 3. | I'd hope the facility would be available sooner then 2038 ;o) |
| 4. | The Canadian Forces Base Edmonton fitness centre would be a good facility to model future recreation centre's after in a financial respect |
| 5. | I understand that recreational facilities do not achieve cost recovery but user fees should supplement operational costs especially by large organizations such as hockey and soccer leagues. The larger organizations put the most strain on the maintenance and repair of the facility. |
| 6. | This questionnaire did NOT ask me WHAT recreation items I was interested in seeing or HOW MUCH money I was willing to pay in taxes to support. To me this questionnaire was tilted which seems to be the normal for highly paid consultants who will not go out and know on door to door to ask people what they want to see and what price they are willing to pay |
| 7. | The first part of this survey which makes any real sense - thank you! |
| 8. | Focus on providing services for our own residents, not so much about tourism. Question should be "how much do you want to PAY through taxes for these facilities?". |
| 9. | We must continue to build a strong and vibrant life style for all residents in the area no matter what creed or color |
| 10. | Main focus should be put on entertaining the growing youth population... facility can be expanded to accomidate older generations too. |
| 11. | Facilities should be as reasonably priced as possible, understanding as well that facilities require revenue to stay relevant/up to date. I do not expect to gain access to a quality facility for free. I think that there are ways to accomodate everyone, YMCA has bursary programs and sliding scale fee structures so everyone can access services. Again, I do not think attracting competitive events/sport tourism should be a priority. Focus on satisfying the residents who live here first before worrying about the ones who don't. |

10) We have worked together to create a clear a clear path forward to addressing the region’s recreation facility needs for the next 25 years. Please review and indicate your level of support for each of the Proposed Priorities. These priorities will form the basis of the action plan.

| | FULLY SUPPORT | SOMEWHAT SUPPORT | DO NOT SUPPORT | TOTAL RESPONSES |
|--|---------------|------------------|----------------|-----------------|
| Improve regional coordination, cooperation and funding of the regional recreation system. | 29 (83%) | 6 (17%) | 0 (0%) | 35 |
| Develop new or repurpose existing district level recreation facilities to address current and anticipated facility gaps and accessibility. | 24 (71%) | 10 (29%) | 0 (0%) | 34 |
| Plan and develop a new multipurpose, multigenerational regional recreation complex. | 28 (82%) | 6 (18%) | 0 (0%) | 34 |
| Enhance the quality and longevity of existing recreation facilities by addressing major recreation facility maintenance deferrals. | 25 (76%) | 6 (18%) | 2 (6%) | 33 |
| Capitalize on the economic potential of recreation and sport tourism. | 21 (62%) | 9 (26%) | 4 (12%) | 34 |

11) Please share your thoughts on how the proposed priorities can be improved.

| # | RESPONSE |
|-----|---|
| 1. | Survey residents on an annual basis to gather information on desired programs and services. |
| 2. | While I support the notion that infrastructure may need to be addressed, I think what the town is often lacking is recreation opportunities for youth that are not into hockey, scouting, soccer or baseball (and other common activities). For example, my son is interested in trying out darts this year, but the Legion was only able to run the program for 4 months. While this isn't the only example, I think the town needs to find out what those other youth are interested in. |
| 3. | Do the best we can with what we have for the greater of the common good while planning and budgeting for succession. |
| 4. | Communities such as Gibbons, Red Water are substantially different from Morinville and I believe difficult to bring everyone into partnership. Good idea, but will it ever work? Until Morinville has more to offer such as hotels, tourism is not going to happen in a big manner. |
| 5. | Make sure funding is EQUITABLE. Sturgeon County has been riding our coat tails while their residents reap the benefits. Time to step up to the plate and put money where your mouth is. |
| 6. | Look at what other municipalities have done successfully ie. Fort Sask, Spruce, Westlock, Athabasca |
| 7. | work on improving and or upgrade the existing facilities. |
| 8. | focus on the definate build of a new multipurpose facility, then focus on what it will hold ie. rinks, indoor soccer, gym etc. then focus on location. ideal to ALL residents in the rural area. |
| 9. | Shorten the timeline! If there is not evidence of change happening within the next five years my husband and I will not stay in Mornville. We need convenient access to a sports and rec facility to accomodate our busy lives. Travelling to St. Albert and Edmonton to meet our exercise needs is not ok and will be a deciding factor in whether we choose to raise a family here or elsewhere. These changes need to occur sooner than 25 years, these goals are far to idealisic and vague. Make them concrete, tangible and shorter term. |
| 10. | There is needs to be something more for families other than hockey arena. There is no reason why we cannot support a multipurpose complex like other surrounding communities. |

- 12) Thinking about the proposed priorities, please share your thoughts on what actions are most needed in each Town and the County. Actions could include new facilities, facility repurposing or major maintenance requirements and indicate where.

| # | RESPONSE |
|-----|---|
| 1. | A new multi-purpose recreation facility. |
| 2. | the town of Gibbons needs major work on its soccer pitches, outdoor track would be nice |
| 3. | Redwater area needs more activities for youth between 12 and 17. Youth are becoming delinquent and creating havoc with their destruction of private and public property. |
| 4. | We need a facility that can be of use to all communities. Something easily accessible, and useful to all ages. |
| 5. | New Multi Purpose Facility for all ages that attracts business and supports growth in the Community. |
| 6. | New multi purpose facility in morinville that will include arena, curling, swimming and rec facility. |
| 7. | Morinville would greatly benefit from the addition of a swimming pool |
| 8. | A pool and multiplex in morinville. Places smaller than morinville have pools. Trails that join the whole town (south glens) that have trees and actually look nice. Better parks. Look to set Albert for examples. And more green spaces that aren't just havens for litter and dog poop. |
| 9. | expand walking trail system |
| 10. | A pool and sports facility in morinville. Parks in new developments ie. The lakes and walking paths around all the lakes and town which would connect all the subdivisions |
| 11. | a pool would be great in Gibbons. I believe that money was left to Gibbons to provide such a thing from someone's inheritance. |
| 12. | I am not familiar with all the facilities. I do know that Sturgeon is lacking facilities which causes problems in neighboring urban municipalities. |
| 13. | Clearly, Morinville is desperately requiring a new hockey arena and while many young residents are crying for a swimming pool, I would suggest the town of Morinville contact the Town of Westlock and find out how much their swimming pool costs them every year. The revenue received does not cover the expenditures by a far cry. While popular for the first year, as people get busy, it is not used to the extent that everyone thought it would be. I believe the same thing would happen in Morinville especially with St. Albert and Fort Sask being so close with quality shopping available at the same time. Wants versus affordability has to count. |
| 14. | morinville- multipurpose, multigenerational recreational complex....legal- update of arena locker rooms and bathrooms upgraded for wheel chair access, spray park outdoor facility such as what Whitecourt has, perhaps a BMX bike area. |
| 15. | Morinville - fix arena until something new can be built. Give program users & other community groups the space they need to be successful. |
| 16. | New multi-use recreational facility, Central- Outside of Morinville, near major transportation corridor |
| 17. | Rec centre in Morinville that includes walking track, hardwood courts, pool, & racquet courts. |
| 18. | we need to add more trails and more out door tracks in and around our community,cross country and skidoo trails |
| 19. | pool in morinville |
| 20. | legal area needs a facility close enuf to use. St.Albert ie. Servus Place is too far to drive. Committee should creat zones and centralize the new facility with reference to distance from existing multipurpose facilities. |

| # | RESPONSE |
|-----|--|
| 21. | As a resident of Morinville since 1985, I believe out town is in need of-and would support the development of a Multipurpose facility that includes a pool. The average age of Morinville (according to the recent census) is 32 years old. I am 32-my wife (who grew up in Edmonton) is 29. We are about to begin a family. We have many young friends with young families who share in our sentiment We drive to St. Albert 3-4 times a week to access Servus Place (as do many of our friends). This is one of the determining factors as to whether or not we stay in Morinville. |
| 22. | A multipurpose recreational facility with a pool and track/gym facilities is a necessity in a community of this size. There are many benefits to residing in Mornville but lacking resources will not encourage young people to stay. The average age of residents in this town is 32 years. Focus on meeting this generations needs and accommodating their typically busy lifestyles by making services locally available. Commuting for physical activity is a huge deterrent and is a growing concern for us, and many of our friends who are in similar points in the lives (i.e. with new/young families). |
| 23. | the area needs a swimming pool |
| 24. | Local arena could use an update - more modern - it has been the same for a very long time and is dated. |

13) Please provide us any other thoughts that should be considered as we finalize drafting a Regional Recreation Master Plan for the Sturgeon Regional Partnership.

| # | RESPONSE |
|----|--|
| 1. | You get what you pay for. Quit cheaping out on recreation. You can't attract tourists or encourage use without spending some money. |
| 2. | Work on getting a long term agreement for these parties to work together. Otherwise your work is useless. |
| 3. | I am pleased to see this citizen engagement and partnership. So much can be achieved if we all continue to work together collectively! |
| 4. | I always believe when asking people questions in this type of questionnaire, the KISS principle should be followed which is keep it simple stupid. I found many of your questions loaded or tilted in one direction. |
| 5. | tourism- whatever recreational facilities are built a allotted time should be put in place for tourism usage and local usage, adequate time for each in place so one does not over power the other |
| 6. | Morinville is pretty central in Sturgeon County and a natural fit for a multi purpose facility. As the charts show, population trends show that we have grown the most & will continue to grow. It's a natural fit!! |
| 7. | we must try to maximise our dollars and repair and improve our exiting facilities and keep our kids close to home |
| 8. | Please do not build a facility too close to St.Albert, that would be a waist of a building as it will get St.Albert residents at it and that is not the focus, the focuse is the County's stated above. Please locate it within a reasonable distance to ALL Rural residents. |
| 9. | Keep residents informed and provide feedback on progress. If people are aware of the plan and how they will recognize change it may satisfy restless residents. Information should be communicated through the mail system, or with flyers as it has been very difficult to learn of and/or receive information on this and other community initiatives. |

>

14) What category best reflects your age?

| RESPONSE | CHART | PERCENTAGE | COUNT |
|-----------------|-------|------------|-------|
| 18-29 | | 12% | 4 |
| 30-39 | | 53% | 18 |
| 40-49 | | 9% | 3 |
| 50-59 | | 18% | 6 |
| 60-69 | | 6% | 2 |
| 70 or older | | 3% | 1 |
| No comment | | 3% | 1 |
| Total Responses | | | 34 |

15) What is your gender?

| RESPONSE | CHART | PERCENTAGE | COUNT |
|-----------------|-------|------------|-------|
| Male | | 21% | 7 |
| Female | | 85% | 28 |
| Total Responses | | | 33 |

16) What range best reflects your average annual household income?

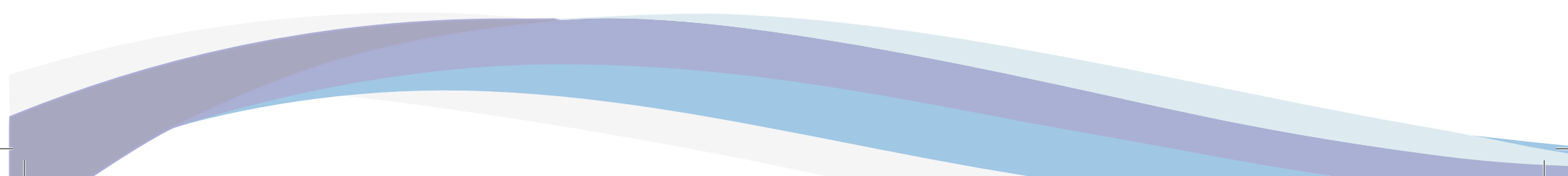
| RESPONSE | CHART | PERCENTAGE | COUNT |
|---------------------|-------|------------|-------|
| \$24,999 or less | | 6% | 2 |
| \$25,000 - \$49,999 | | 12% | 4 |
| \$50,000 - \$79,999 | | 12% | 4 |
| \$80,000 - \$99,999 | | 22% | 7 |
| Over \$100,000 | | 50% | 16 |
| Total Responses | | | 32 |

17) In which municipality do you reside?

| RESPONSE | CHART | PERCENTAGE | COUNT |
|-----------------|-------|------------|-------|
| Bon Accord | | 0% | 0 |
| Gibbons | | 9% | 3 |
| Legal | | 20% | 7 |
| Morinville | | 51% | 18 |
| Redwater | | 3% | 1 |
| Sturgeon County | | 17% | 6 |
| Other | | 3% | 1 |
| Total Responses | | | 35 |

18) In which municipality do you reside? (Other)

| # | RESPONSE |
|----|---------------------------|
| 1. | Rental unit in Bon Accord |



19) Please provide us any other thoughts that should be considered as we finalize drafting a Regional Recreation Master Plan for the

| # | RESPONSE |
|----|--|
| 1. | You get what you pay for. Quit cheaping out on recreation. You can't attract tourists or encourage use without spending some money. |
| 2. | Work on getting a long term agreement for these parties to work together. Otherwise your work is useless. |
| 3. | I am pleased to see this citizen engagement and partnership. So much can be achieved if we all continue to work together collectively! |
| 4. | I always believe when asking people questions in this type of questionnaire, the KISS principle should be followed which is keep it simple stupid. I found many of your questions loaded or tilted in one direction. |
| 5. | tourism- whatever recreational facilities are built a allotted time should be put in place for tourism usage and local usage, adequate time for each in place so one does not over power the other |
| 6. | Morinville is pretty central in Sturgeon County and a natural fit for a multi purpose facility. As the charts show, population trends show that we have grown the most & will continue to grow. It's a natural fit!! |
| 7. | we must try to maximize our dollars and repair and improve our exiting facilities and keep our kids close to home |
| 8. | Please do not build a facility too close to St. Albert, that would be a waste of a building as it will get St. Albert residents at it and that is not the focus, the focus is the County's stated above. Please locate it within a reasonable distance to ALL Rural residents. |
| 9. | Keep residents informed and provide feedback on progress. If people are aware of the plan and how they will recognize change it may satisfy restless residents. Information should be communicated through the mail system, or with flyers as it has been very difficult to learn of and/or receive information on this and other community initiatives. |

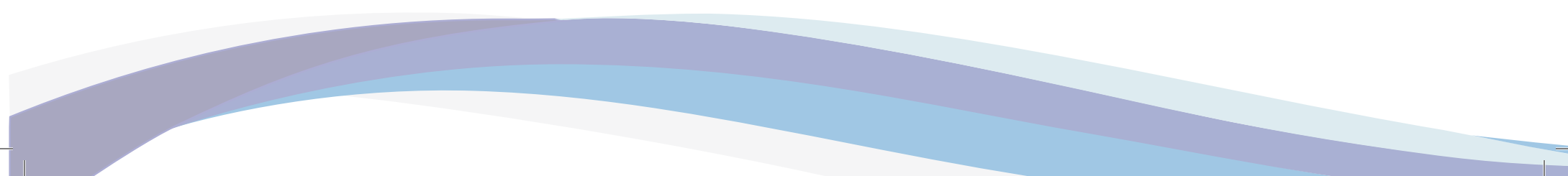
APPENDIX D POTENTIAL RECREATION FACILITY NEEDS - DECISION MAKING FRAMEWORK

| DECISION MAKING FRAMEWORK – POTENTIAL RECREATION FACILITY NEEDS | | | | | | | |
|--|--------------------|----------------|-------------------|---------------------------|------------------|----------|----------------------------|
| POTENTIAL NEED | OUTCOMES ALIGNMENT | PUBLIC BENEFIT | DEMOGRAPHIC TREND | RECREATION BEHAVIOR TREND | COMMUNITY DEMAND | CAPACITY | CONDITIONS & FUNCTIONALITY |
| DEVELOP NEW OR REPURPOSE EXISTING DISTRICT LEVEL RECREATION FACILITIES TO ADDRESS CURRENT AND ANTICIPATED FACILITY GAPS | | | | | | | |
| MORINVILLE | | | | | | | |
| Develop a new multi-purpose facility for general use, fitness programming dance and pre-school and children's programming. Examine options to attach this space to an existing facility. | H | H | H | H | M | H | H |
| GIBBONS | | | | | | | |
| Complete construction of the planned cultural centre to provide additional youth and arts programming space. | H | H | H | H | H | H | H |
| Develop new fitness spaces including an open floor fitness programming space and a weight and cardio room. | H | H | H | H | H | H | H |
| Develop new space or consider the repurposing of the existing pottery studio and/or dance studio to accommodate pre-school and children programming. | H | H | H | M | M | H | H |
| LEGAL | | | | | | | |
| Enter into discussions with the ACFA to understand the impact of the new school on the future uses of the Hall. Explore opportunities to increase day-time and evening-weekend access for community programs operated by the Town. Explore options to improve the availability of storage space at the hall. | M | M | M | M | M | H | H |

| DECISION MAKING FRAMEWORK – POTENTIAL RECREATION FACILITY NEEDS | | | | | | | |
|--|--------------------|----------------|-------------------|---------------------------|------------------|----------|----------------------------|
| POTENTIAL NEED | OUTCOMES ALIGNMENT | PUBLIC BENEFIT | DEMOGRAPHIC TREND | RECREATION BEHAVIOR TREND | COMMUNITY DEMAND | CAPACITY | CONDITIONS & FUNCTIONALITY |
| Develop a spray park to provide this opportunity locally for district residents. | H | H | H | H | M | H | H |
| MORINVILLE | | | | | | | |
| Develop new spaces to provide open floor fitness programs and weight/cardio equipment. | H | H | H | H | H | H | H |
| Increase programming spaces for the arts. | H | H | H | H | M | M | M |
| Develop a new youth programming space to replace the existing youth facility. | H | H | H | H | H | H | H |
| Develop new seniors programming space. | H | H | H | H | H | H | H |
| REDWATER | | | | | | | |
| Repurpose the existing undeveloped space in Pembina Place into a fitness room for open floor programming, dance and martial arts. | H | H | H | H | H | H | H |
| Evaluate the feasibility and appropriateness of re-purposing the two programming spaces currently rented for day-care into spaces for youth programs, pre-school programs, and adult general interest. | H | H | M | H | M | H | H |
| Decommission the current skateboard park and utilize space to expand the RV park. Resurface the outdoor rink and repurpose it as the skateboard park during summer. New skateboard park equipment should be acquired to replace the current equipment. | H | H | M | H | M | H | H |
| Develop a spray park to provide this opportunity for district residents. | H | H | M | H | M | H | H |
| STURGEON COUNTY | | | | | | | |
| Develop new spaces to provide open floor fitness programs and weight/cardio equipment. | H | H | H | H | H | M | H |

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| DECISION MAKING FRAMEWORK – POTENTIAL RECREATION FACILITY NEEDS | | | | | | | |
|--|--------------------|----------------|-------------------|---------------------------|------------------|----------|----------------------------|
| POTENTIAL NEED | OUTCOMES ALIGNMENT | PUBLIC BENEFIT | DEMOGRAPHIC TREND | RECREATION BEHAVIOR TREND | COMMUNITY DEMAND | CAPACITY | CONDITIONS & FUNCTIONALITY |
| PLAN AND DEVELOP A NEW MULTIPURPOSE, MULTIGENERATIONAL REGIONAL RECREATION COMPLEX | | | | | | | |
| Undertake a Siting Study to determine potential and recommended location for a regional multi-purpose, multigenerational recreation complex. Begin land assembly for the optimal site. | H | H | H | H | H | H | H |
| Undertake a conceptual facility and site master plan for the regional complex and pursue municipal approvals. | H | H | H | H | H | H | H |
| Conduct an economic feasibility, governance and funding assessment to determine a clear governance structure and funding model for the facility. | H | H | H | H | H | H | H |
| Undertake a detailed design development facility and master planning. | H | H | H | H | H | H | H |
| Begin phased development of the regional recreation complex. | H | H | H | H | H | H | H |
| ENHANCE THE QUALITY AND SUSTAINABILITY OF EXISTING RECREATION FACILITIES BY ADDRESSING MAJOR MAINTENANCE DEFERRALS | | | | | | | |
| REGIONAL | | | | | | | |
| In partnership with regional alternative providers, execute an assessment of alternative provider facilities to determine how the facilities are being used, by whom, their current condition and functionality and the extent of municipal grants allocated to alternative provider facilities. | H | H | H | H | H | H | H |



| DECISION MAKING FRAMEWORK – POTENTIAL RECREATION FACILITY NEEDS | | | | | | | |
|---|--------------------|----------------|-------------------|---------------------------|------------------|----------|----------------------------|
| POTENTIAL NEED | OUTCOMES ALIGNMENT | PUBLIC BENEFIT | DEMOGRAPHIC TREND | RECREATION BEHAVIOR TREND | COMMUNITY DEMAND | CAPACITY | CONDITIONS & FUNCTIONALITY |
| The condition and functional assessment indicates that the average useful remaining life of the region’s baseball / softball diamonds and soccer fields is approximately 12 years. The regional partnership should collectively undertake a strategic sports field master plan to evaluate the needs and optimal distribution of municipally owned and operated sports fields throughout the region. The plan should also address the repurposing of sports fields deemed to unnecessary, if any. | H | H | H | H | M | H | H |
| BON ACCORD | | | | | | | |
| Arena Investigate and address the cause of the cracks and displacement in the flooring. To improve the efficiency of the building, interior walls should be re-insulated and building envelope leaks should be addressed. Work should be undertaken to replace the original building wiring and electrical panels. | H | H | H | H | L | H | H |
| Skateboard Park Repair asphalt surface and localized accessory damage to lengthen the remaining useful life of the facility. | H | H | H | H | L | H | H |
| GIBBONS | | | | | | | |
| Arena Peeling paint is evidence of moisture retention in the facility. The cause of the moisture retention should be investigated and corrective action taken. As well, the facility’s electrical system requires further investigation and any necessary corrective actions should be taken to ensure its longevity and safety. | H | H | H | H | L | H | H |

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DECISION MAKING FRAMEWORK – POTENTIAL RECREATION FACILITY NEEDS

| POTENTIAL NEED | OUTCOMES ALIGNMENT | PUBLIC BENEFIT | DEMOGRAPHIC TREND | RECREATION BEHAVIOR TREND | COMMUNITY DEMAND | CAPACITY | CONDITIONS & FUNCTIONALITY |
|--|--------------------|----------------|-------------------|---------------------------|------------------|----------|----------------------------|
| Basketball Court Jack Hogg Sports Grounds The asphalt surface at the basketball court should be replaced and the site improved to retain unstructured basketball ball opportunities for youth and others. | H | H | H | H | L | H | H |
| LEGAL | | | | | | | |
| Curling Rink Peeling paint is evidence of possible moisture retention. The cause of the peeling paint should be investigated and corrective action taken as necessary. Roof damage above the ice sheets should be addressed. | H | H | H | H | L | H | H |
| Arena Repair bubbling and damage to the roof above the arena lobby. Pursue the enlargement of the players' boxes and update player dressing rooms. | H | H | H | H | L | H | H |
| MORINVILLE | | | | | | | |
| Ray McDonald Sports Centre Arena Replace the original ice rink piping and repair all roofing leaks, columns and water damage to extend the arena's life for at least 5 years while the Town plans for a multi-purpose recreation facility which includes consideration of various strategies such as working with the Sturgeon Regional Partnership. | H | H | H | H | M | H | H |
| Ray McDonald Sports Centre Curling Rink Replace the curling rink's roof. | H | H | H | H | L | H | H |

| DECISION MAKING FRAMEWORK – POTENTIAL RECREATION FACILITY NEEDS | | | | | | | |
|--|--------------------|----------------|-------------------|---------------------------|------------------|----------|----------------------------|
| POTENTIAL NEED | OUTCOMES ALIGNMENT | PUBLIC BENEFIT | DEMOGRAPHIC TREND | RECREATION BEHAVIOR TREND | COMMUNITY DEMAND | CAPACITY | CONDITIONS & FUNCTIONALITY |
| <p>Ray McDonald Sports Centre Soccer Fields 1, 2, 3 & 4</p> <p>The soccer fields at the Ray McDonald Sports Centre have nearly reached the end of their useful life. The fields should be stripped, regarded and re-surfaced with grass.</p> | H | H | H | H | L | H | H |
| <p>Splash Park</p> <p>Splash parks can consume significant volumes of fresh water. The Town should explore and pursue feasible water conservation or recirculation strategies to minimize water consumption.</p> | H | H | H | H | L | H | H |
| REDWATER | | | | | | | |
| <p>Outdoor Swimming Pool</p> <p>The outdoor pool is a popular community attraction and generally in good condition. The pool skimmers should be replaced maintenance to repair the underwater chips and cracks should be undertaken. The roof of the shower building should be replaced and new change stalls added to accommodate demands.</p> | H | H | H | H | L | H | H |

H – High – analysis indicates that the potential need strongly supports the decision making principle.

M – Moderate – analysis indicates that the potential need generally supports the decision making principle.

L – Low – analysis indicates that the potential need somewhat supports the decision making principle.

N – Not Supportive – analysis indicates that the potential need does not support by the decision making principle.



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