



# REGIONAL RECREATION MASTER PLAN

Final


December 2019



## Acknowledgements

The City of Camrose and Camrose County acknowledge that this Regional Recreation Master Plan has been created for an area located within the traditional territory of the Maskwacis Nêhiyawak, Niitsitapi, Nakoda, and Tsuut'ina Nations, the Métis, and other Indigenous peoples. This document has been compiled with great respect towards the land and its people and in consideration of the ninety-four calls to action as outlined by the Truth and Reconciliation Commission of Canada.

The City and County would also like to acknowledge the engagement of all people in the Camrose region, those who completed surveys on behalf of their households or the interest groups they represent, attended meetings and events, and for their ongoing participation in recreation activities. Community engagement in recreation planning and activity makes the entire region better.



**Recreation is the experience  
that results from freely chosen  
participation in physical and social  
pursuits that enhance individual  
and community wellbeing.**

– adapted from the Framework for Recreation in Canada

# SUMMARY



Recreation is a valued public service in the Camrose Region. This value is demonstrated in the investment and effort both the City and County make in recreation facilities and services as well as the countless hours and dollars invested by volunteers and the non-profit and private sectors to provide recreation opportunities. These recreation opportunities enable residents and visitors of the region to be more active, healthier and more connected to each other and the community; there is significant benefits in the region that come from public investment in recreation facilities and services.

As with any other public services, review and analysis related to current and future recreation in the region is important to ensure that municipal focus is relevant and meeting the highest levels of community need possible. This Regional Recreation Master Plan is meant to provide such an analysis as well as recommendations as to how current benefit from recreation can be enhanced in the future.

The Master Plan outlines a vision and intended outcomes for public investment in recreation services for both the County and the City.

## GOAL



Regional recreation goal: **Residents and visitors benefit from recreation opportunities and spaces in the Camrose region.**

## OUTCOMES



Recreation leads to **stronger individuals**



Recreation leads to **cohesive and connected communities**



Recreation provides for **healthy public spaces**

Furthermore it provide recommendations related to recreation service delivery (how recreation opportunities are provided), programs and opportunities (what recreation opportunities are available) and facilities and spaces (what types of recreation spaces are needed in the region now and into the future).

Key service delivery recommendations provide direction as to how to achieve the following. Addressing each of these areas will enhance the delivery system and lead to more benefits throughout the region.

- How and When to Partner
- How to Build Capacity
- How to Promote and Educate
- How to Position Recreation
- How to Measure

As it relates to specific programs and opportunities that warrant focus, the following types have been identified as priorities through engagement and research inputs:

- Programs for seniors, both structured and drop-in, related to physical activity
- Programs for adults focusing on physical activity
- Programs for youth focusing on nature
- Opportunities for youth to partake in unstructured “risky play”

In terms of facility and space recommendations, it is clear the region should focus on sustaining current service levels through reinvestment and/of replacement of existing facilities and spaces as opposed to building new ones and increasing service levels. As well, a few service areas have actually been identified for possible reduction should significant investment be required.

Another key feature of the Master Plan is the direction related to the relationship between the City and the County. Although many of the recommendations presented are applicable to both the City and the County independently, there are also many that could be implemented together. Depending on the level of collaboration sought by decision makers, the future relationship between the City and the County could manifest itself in a regional recreation committee or board, joint program or service delivery initiatives and / or continued cost sharing relationships.

The region now has direction on how to approach the future of regional recreation services and facilities. Should some or all of the recommendations contained in this Master Plan be implemented, the benefits of recreation in the region will be enhanced and these valued services will continue to be enjoyed by residents and visitors for years to come!



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# 1 PROJECT BACKGROUND, PURPOSE, AND PLANNING CONTEXT



Recreation is the experience that results from freely chosen participation in physical and social pursuits that enhance individual and community wellbeing (adapted from the Framework for Recreation in Canada). Recreation in the Camrose region leads to healthier individuals (residents and visitors), more connected communities, and safe and vibrant public spaces. Recreation opportunities enable people to be physically active, reduce the occurrence of anti-social behaviours, and drive economic activity and impact. Recreation is seen as an essential service by many residents and visitors; it is an important consideration when people decide to live and/or visit the area and is key to quality of life in the Camrose region.

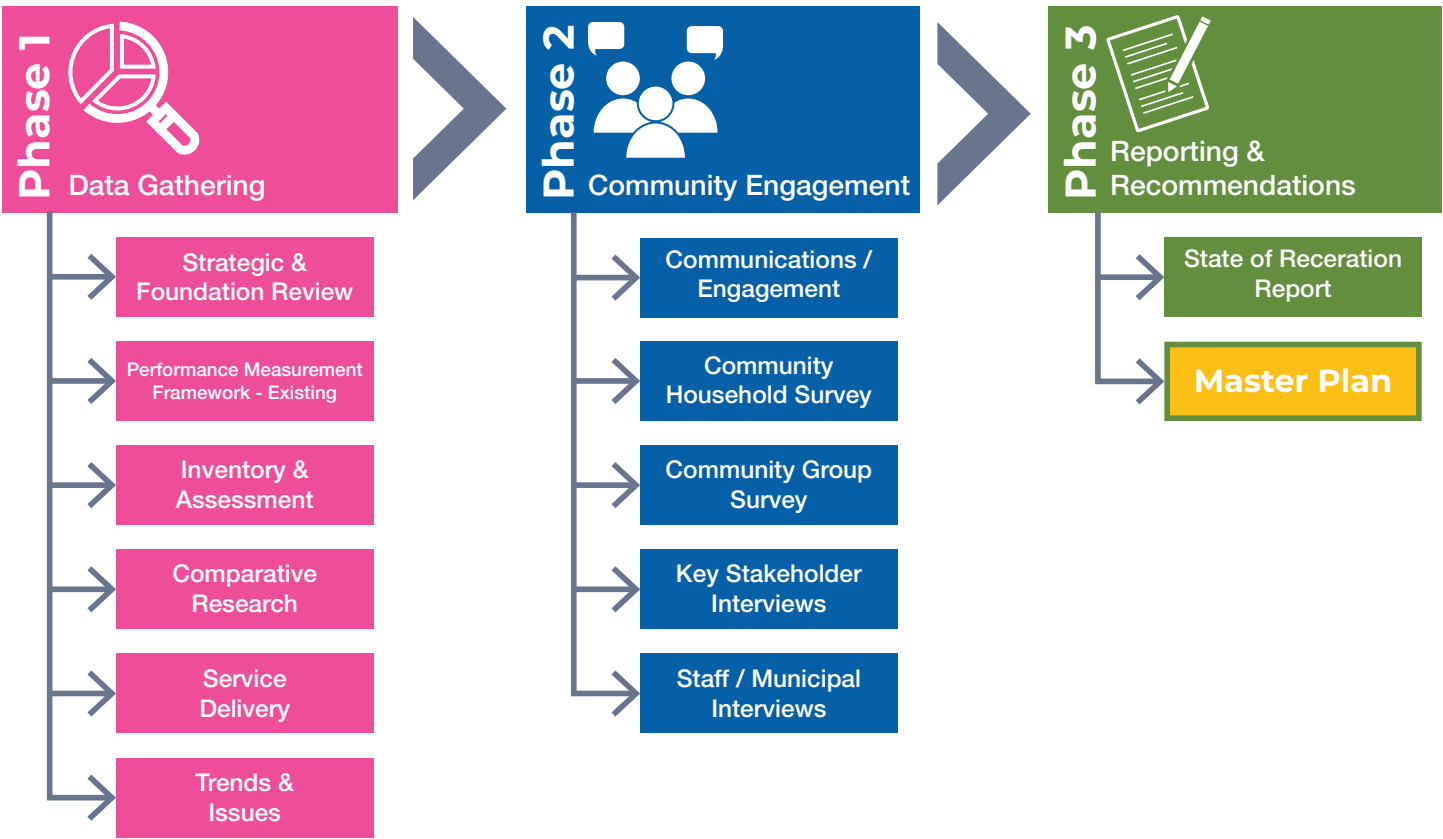


[benefitshub.ca](http://benefitshub.ca)

It is for these reasons that the City of Camrose and Camrose County invest in publicly funded recreation opportunities and spaces. It is good governance to continually assess public service delivery and look for ways to enhance and improve the impact public investment has for any service; especially one as diverse as recreation. **The City and County have developed this Regional Recreation Master Plan to determine present and future needs of the region for public recreation; and to recommend changes to programming and infrastructure where necessary.**

This Regional Plan, the first of its kind (regional in nature) for the City and County, was developed with thorough input from the community, both the general public and interest groups, as well as an analysis of the current state of recreation programming and infrastructure from an internal (regional inventories, physical assessment, utilization assessment, etc.) and external (review of trends, comparisons to other regions, etc.) perspective.

The following graphic explains the steps taken in the development of the Plan throughout 2019.



It is important to note that the following Plan is aligned with other planning already completed by the City, the County, the Government of Alberta, and national level initiatives and plans. The following table explains. Where applicable, direct alignment is explained throughout for each aspect of the Plan.

### Provincial Planning Influences

The Modernized Municipal Government Act,  
<https://mgareview.alberta.ca/whats-changing/>

Active Alberta Policy,  
<https://open.alberta.ca/publications/9780778593331>

### National Planning Influences

Pathways to Wellbeing: A Framework for Recreation in Canada,  
<https://www.cpra.ca/about-the-framework>

A Common Vision for Increasing Physical Activity and Reducing Sedentary Behaviours,  
<https://www.canada.ca/en/public-health/services/publications/healthy-living/lets-get-moving.html>

Sport for Life, <https://sportforlife.ca>

Truth and Reconciliation Commission Call to Action, <http://nctr.ca/reports.php>

Canadian Infrastructure Report Card,  
<http://canadianinfrastructure.ca/en/index.html>

### Local Planning Influences

City of Camrose Strategic Plan,  
<https://www.camrose.ca/en/your-government/resources/Documents/City-Strategic-Plan-2018.pdf>

Camrose County Municipal Development Plan,  
<https://camrosecounty.civicweb.net/document/67224>

City-County Inter-municipal Development Plan,  
<https://www.camrose.ca/en/your-government/resources/Documents/Intermunicipal-Development-Plan.pdf>

City of Camrose Municipal Development Plan  
<https://www.camrose.ca/en/your-government/resources/Documents/Municipal-Development-Plan.pdf>

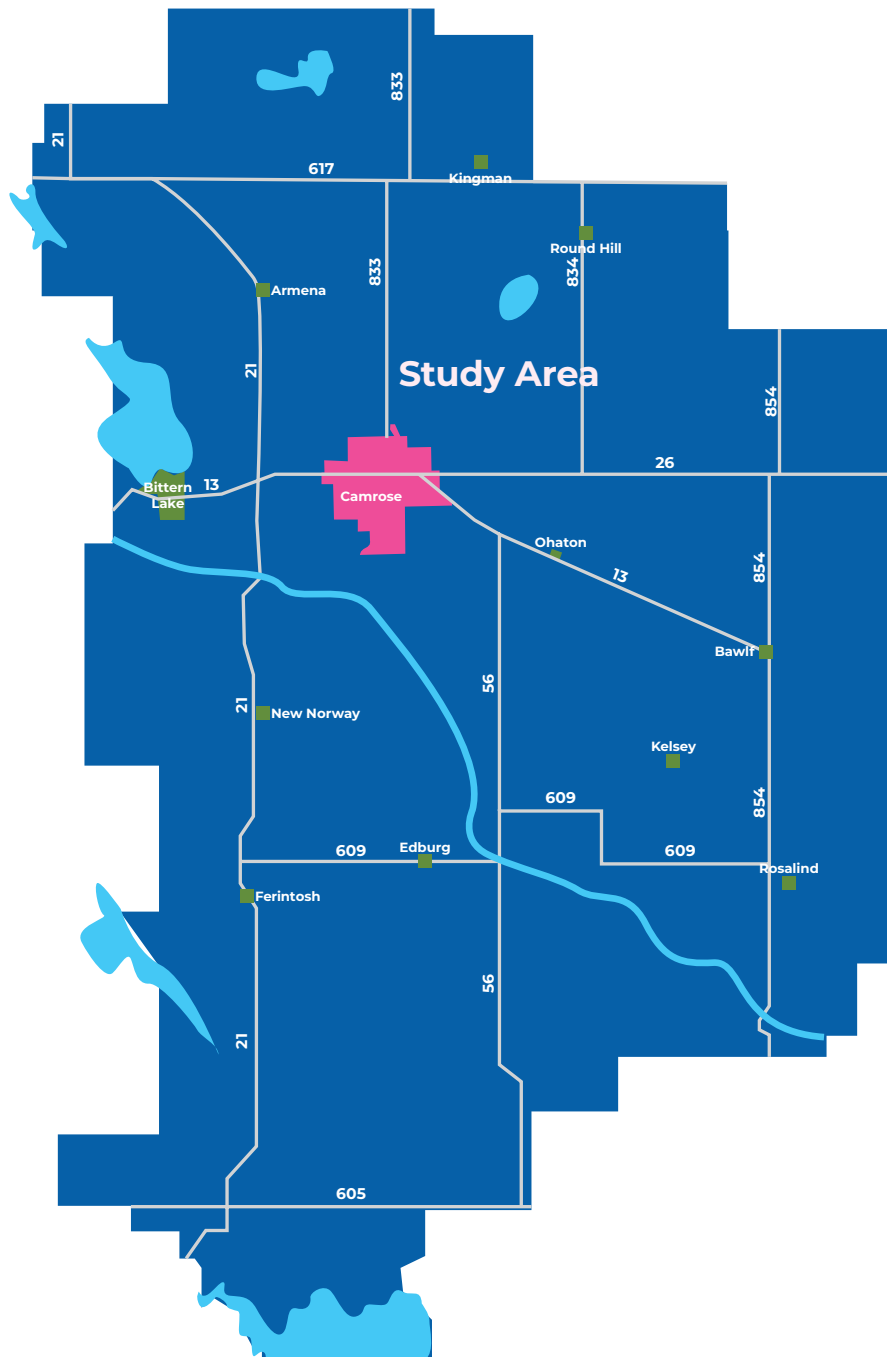
City of Camrose Green Space Master Plan  
<https://www.camrose.ca/en/your-government/resources/Documents/Green-Space-Master-Plan.pdf>



# 2 THE STATE OF RECREATION IN THE CAMROSE REGION



Within the study area defined for this Regional Recreation Master Plan (see map) the City and County invest over \$6 million dollars in annual operating cost to support publicly funded recreation opportunities and spaces. This investment includes the direct costs of providing spaces (utilities, supplies, etc.) as well as the various types of staff expertise required to operate, maintain and animate spaces. In addition to annual operating budgets, the 2019 replacement value of the vast array of indoor and outdoor recreation facilities in the study area could be as high as \$173 million.



The City and County currently partner to provide recreation opportunities and spaces through a cost sharing agreement involving a transfer of funds from the County to the City to provided recreation in the City. Beyond this cost sharing agreement, there is little interaction between the City and the County as it relates to recreation and they both approach service delivery differently. The City owns facilities and has staff to operate, maintain and animate (program) recreation spaces. The County primarily relies of community groups (non-profits) to provide recreation opportunities and spaces and support them with grants.

Complementing this investment are the countless volunteer hours and additional resources (financial and others) spent by non-profit and private organizations that also provide recreation opportunities in the study area.

Collectively, local government, the non-profit and private sectors, and other organizations (post-secondary, schools, health care services, etc.) provide recreation services to a level that is comparable to, or better than, comparable regions in Alberta. There are a variety of existing recreation spaces in the region. The estimated replacement value of these spaces total nearly \$173M.

Amenity Type	Regional Quantity	Estimated Replacement Value \$2019 As Is
Aquatics	1	20,000,000
Ball Diamonds	23	4,600,000
Basketball Courts (outdoor)	4	400,000
Beach Volleyball Courts	4	200,000
Campgrounds (serviced)	4	4,000,000
Community Centres/Halls	11	33,000,000
Conservation Centre	1	1,000,000
Curling Facilities	3	15,000,000
Dog Parks	1	200,000
Fitness Centre	1	3,000,000
Golf Courses (municipal)	1	3,000,000
Gymnasiums	1	5,000,000
Indoor Ice Arenas	6	72,000,000
Indoor Walking Tracks	2	400,000
Outdoor Fitness Sites	1	50,000
Outdoor Rink Sites	20	4,000,000
Playgrounds	40	2,000,000
Skateboard/BMX Parks	1	500,000
Sports Fields	17	3,400,000
Spray Parks	1	500,000

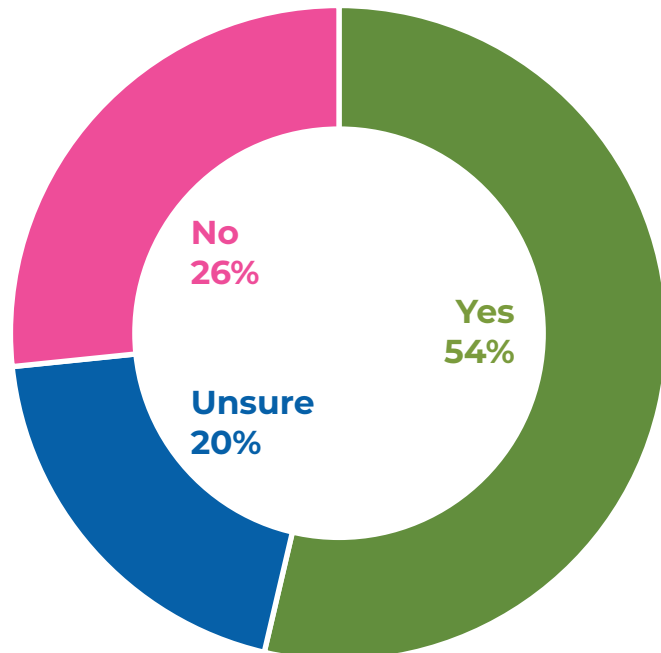
Amenity Type	Regional Quantity	Estimated Replacement Value \$2019 As Is
Tennis/Pickle Ball Courts	7	700,000
<b>Total</b>	<b>150</b>	<b>172,950,000</b>

It is clear that residents and groups value recreation, as demonstrated through survey results and through observed participation in recreation activity. For the most part, residents and groups throughout the region are satisfied with recreation opportunities and spaces available to them and encourage the public investment in recreation be collective, involved both the County and the City (which is currently the case through the cost sharing agreement in place between the City and the County).

Statement	Strongly Agree	Somewhat Agree	Unsure	Somewhat Disagree	Strongly Disagree
Recreation services are very important to my household's quality of life.	59%	35%	3%	2%	1%
Recreation opportunities help make our community better.	83%	16%	0%	0%	0%
Residents can benefit even if they do not use recreation services directly.	40%	42%	11%	4%	2%
It is important to maintain or upkeep our existing facilities before we consider developing new ones.	46%	38%	9%	7%	1%
The City and County should be involved in motivating and encouraging people to participate in recreation activities.	48%	36%	10%	4%	2%
Community events can help people to develop a sense of community and connection to each other.	71%	24%	2%	2%	0%
Where possible the County and the City should work together to provide recreation opportunities for residents.	76%	18%	5%	1%	0%

- household survey

**Do you think there are adequate recreation facilities and spaces to satisfy your family's recreational needs in the region?**



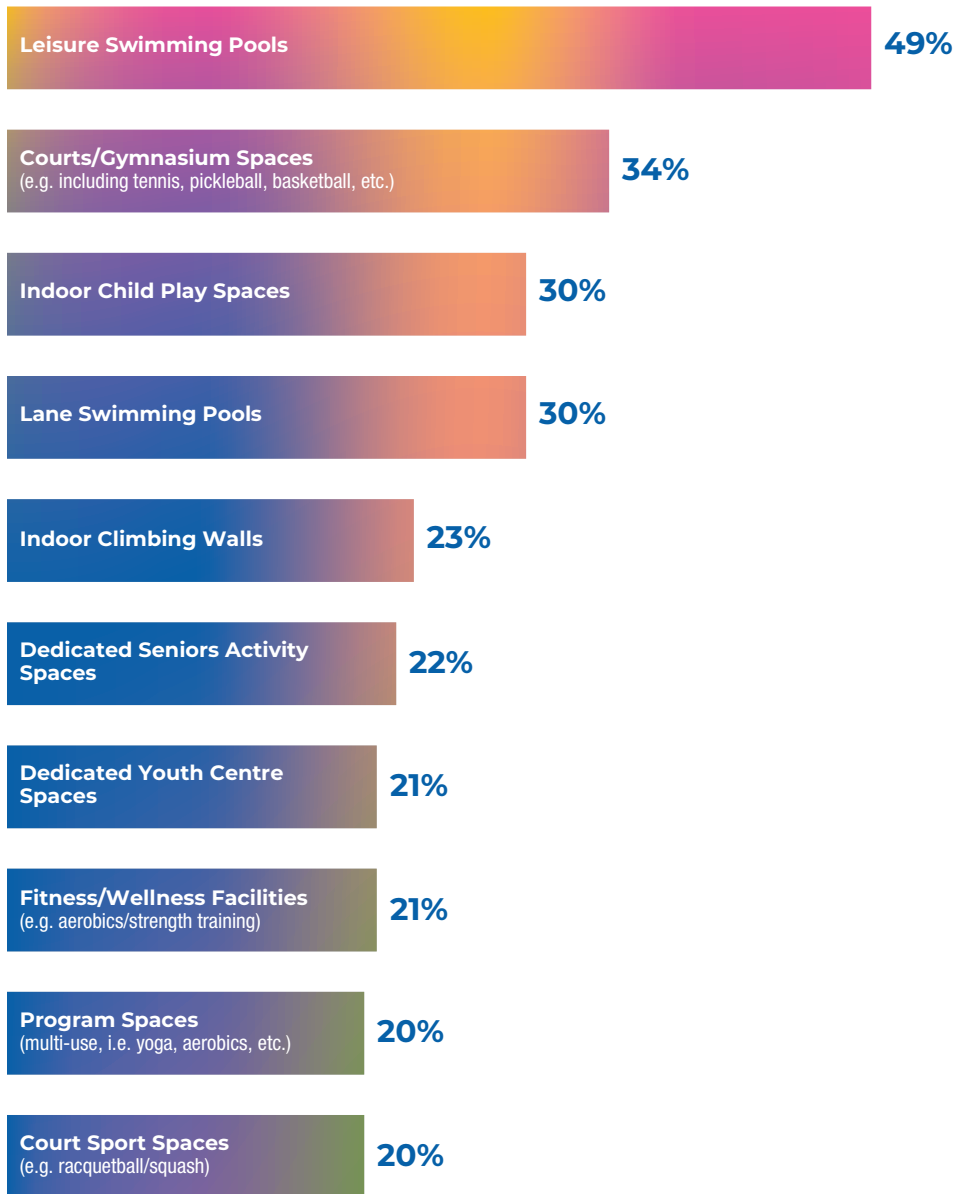
- Regional Recreation Master Plan Household Survey, 2019

Although the level of investment is significant and satisfaction is high, there is demand for more. Due to the diversity of public recreation its subjective nature, demand for recreation can be insatiable. Residents want more but there is limited public resources to invest. That said, key priorities based solely on community engagement and research, but without considering other important considerations such as cost, economic impact, service balance, and accessibility (to be discussed later in this Plan), are presented as follows. These demands are accompanied by a low willingness to pay increase taxes or user fees to support service level enhancements.



## Top 10 Desired Indoor Spaces

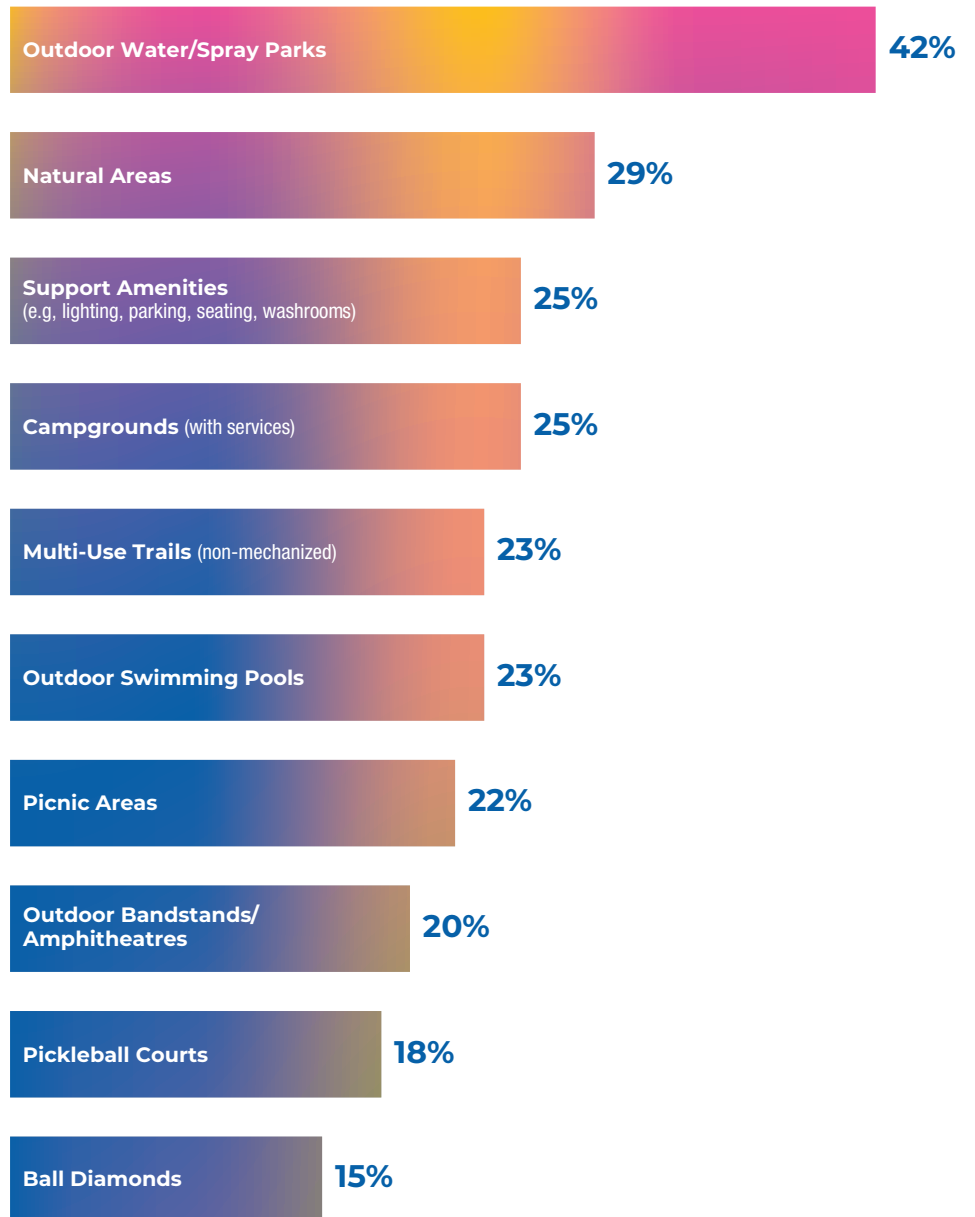
(Select up to 5)



- Regional Recreation Master Plan Household Survey, 2019

## Top 10 Desired Outdoor Spaces

(Select up to 5)



- Regional Recreation Master Plan Household Survey, 2019

## Top 10 Desired Indoor Spaces

<b>Program Spaces</b> (multi-use, i.e. yoga, aerobics)	6
<b>Multi-purpose Sport Surfaces</b> (e.g. roller derby, lacrosse)	6
<b>Indoor Sport Fields</b> (e.g. soccer)	6
<b>Courts/Gymnasium Spaces</b> (e.g. including tennis, pickleball, basketball, etc.)	6
<b>Curling Facilities</b>	5
<b>Meeting Spaces</b>	4
<b>Leisure Swimming Pools</b>	4
<b>Indoor Tracks for Fitness/Jogging/Walking</b>	4
<b>Fitness/Wellness Facilities</b> (e.g. aerobics/strength training)	4
<b>Dedicated Youth Centre Spaces</b>	4

- Regional Recreation Master Plan Community Group Survey, 2019

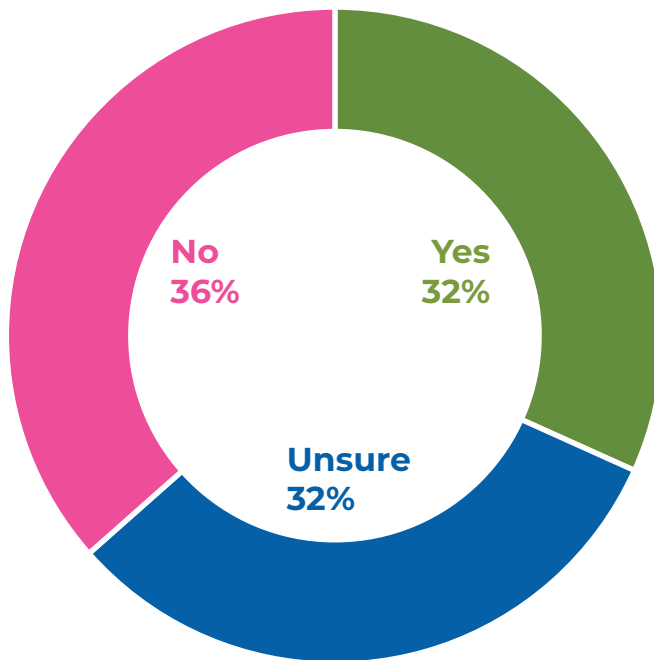


## Top 10 Desired Outdoor Spaces



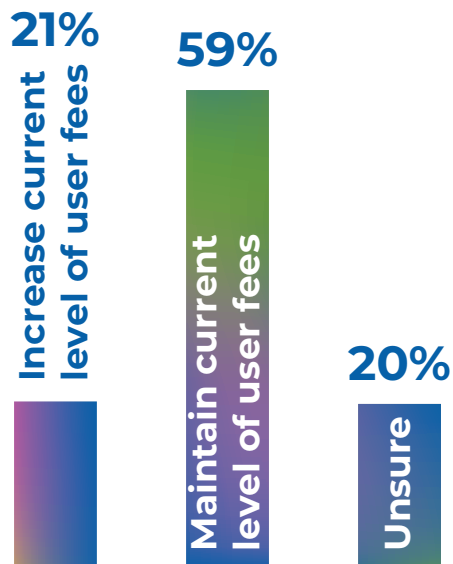
- Regional Recreation Master Plan Community Group Survey, 2019

To ensure that community needs for facilities, programs, and services in the Camrose area are better met, would you support an increase in annual property taxes?



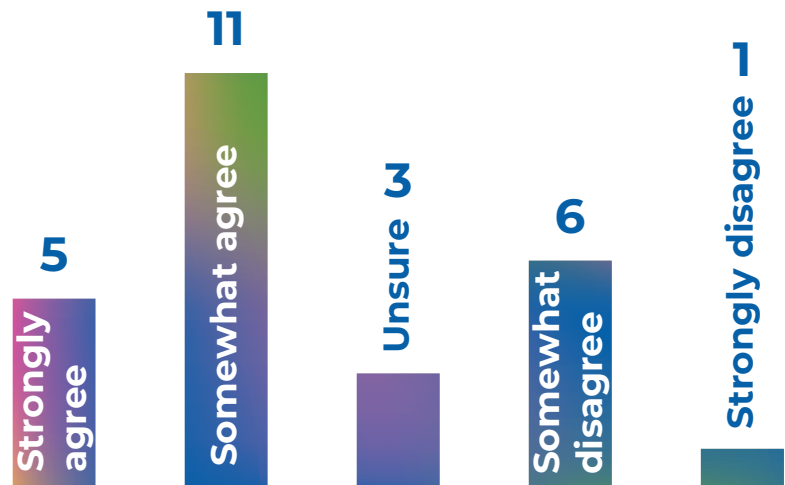
- Regional Recreation Master Plan Household Survey, 2019

Which of the following options do you support in relation to user fees for recreation programs and services?



- Regional Recreation Master Plan Household Survey, 2019

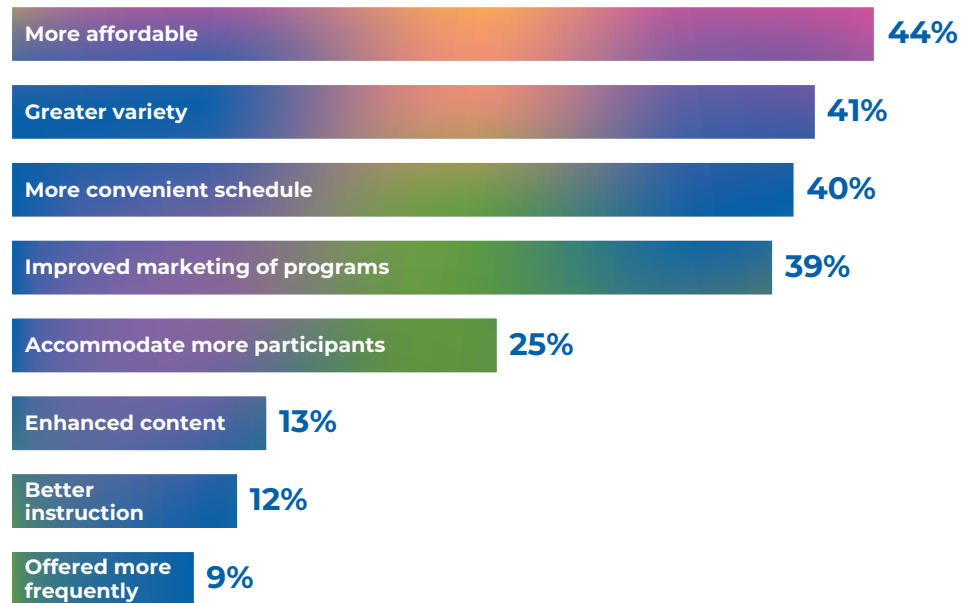
**“The current facilities and spaces in the Camrose region meet the needs of our organization.”**



- Regional Recreation Master Plan Household Survey, 2019

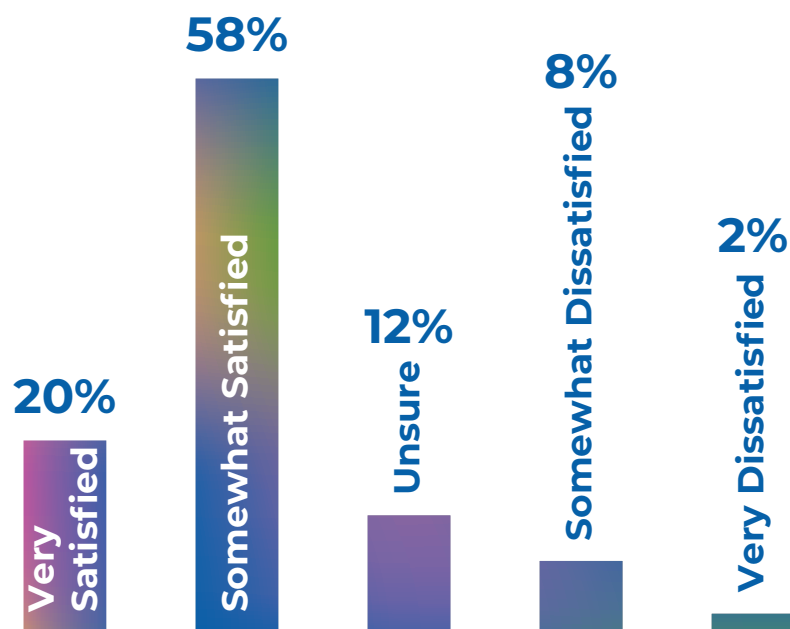
Beyond demand for new spaces, demands for new or enhanced recreation programming also emerged. The regional community has confirmed support for, and satisfaction with, publicly supported special events. The following list outlines key improvements for programming in recreation spaces into the future.

### Improvements to Programming



- Regional Recreation Master Plan Household Survey, 2019

Overall, how satisfied are you with the recreation services, programs, and opportunities currently offered in the region?



- Regional Recreation Master Plan Household Survey, 2019



As mentioned, recreation service levels would not be nearly as good in the region without the involvement of the volunteer community. Recreation user groups provided insight as to the main challenges they face. Keeping user fees affordable, attracting and retaining volunteers, and participation levels were top challenges faced by groups.

## Challenges Experienced by Groups



- Regional Recreation Master Plan Community Group Survey, 2019

When looking to the future and in addition to what residents would like to see, other considerations can help to provide clarity. Key trends in recreation participation, service delivery and infrastructure should influence future direction. The following key trends are most relevant to recreation in the Camrose region.

- We are not **physically active** enough
- We do not spend **enough time out of doors**, connecting with nature
- Our preference for recreation gravitates towards **unstructured, less competitive pursuits** although competitive sport is still important as well
- Our recreation **facilities are aging** and will require significant investment simply to sustain what we have; we might not be able to afford to sustain current service levels
- We **need to partner** even more to leverage limited public resources and optimize investment and effort

In summary, the following key points explain the current State of Recreation in the Camrose Region.

- **Recreation is important** and valued in the region
- Resident **satisfaction is high** with facilities, programs, and events
- The **County primarily supports community-led recreation** (program grants, capital and operational funding) while the City directly delivers recreation and supports community led recreation
- There is **significant investment** in recreation in the region
- **Reinvestment** will continue to be required
- **Awareness** of opportunities, **timing** of programs, and **cost** are barriers to participation
- Most common challenges experienced by groups are **financial** and **volunteer related**
- The City and County **currently partner** through cost sharing
- There may be **opportunity to work together more**

For more information on the Current State of Recreation in the Camrose Region and to substantiate any of the previous statements made, please refer to the document under separate cover.

# 3 GOALS AND OBJECTIVES FOR RECREATION IN THE CAMROSE REGION



**Recreation is valued by residents, groups and visitors in the region.** Significant investment has been made, and continues to be made, in recreation by the City and the County and recreation services help both the City and the County achieve their broader strategic goals. As a publicly funded service, recreation is integrated into local government in the Camrose region.

A rationale for investment in recreation is demonstrated by both the City and the County in overarching plans and initiatives and compounded by national and provincial documentation.

### City of Camrose – Strategic Plan

#### Vision

Camrose is a community where **all can thrive**.

#### Mission

The City provides **fiscally responsible** municipal services that contribute to a high quality of life for citizens and success for businesses.

#### Culture and Recreation Outcome (Municipal Sustainability Pillar)

Camrose is a vibrant community with an expansive network of festivals, music, **sport**, cultural, and **community events**. Residents and business owners care about their community and are known for their strong sense of belonging, **connection**, and friendliness

### Camrose County – MDP

#### Vision for the Future

A community where people embrace their **rural roots**, maintain viable agricultural lands, preserve natural areas, and build a growing economy.

#### Guiding Principles

Maintain rural heritage

Create a **live-work-play** community by promoting diverse housing forms, employment and recreational opportunities

Encourage sustainable and **innovative approaches** to land use planning, development, technologies, and **infrastructure improvements**.

**Collaborate** with other municipalities to resolve disputes and inter-jurisdictional issues.

**99% of regional residents agree that recreation opportunities help make our community better; 94% agree that recreation services are very important to “my households quality of life”**

– household survey

The reason why recreation is valued and justified is due to the **benefit** that investment in publicly supported recreation leads to throughout the region. These benefits occur both **directly to some residents** (participants in programs/opportunities and users of facilities) and **indirectly to all residents** (reduction of anti-social behaviours, enhanced individual health resulting in lower health care costs, reduction of costs in the justice system, community image and aesthetics, etc.). **Indirect benefit to all is key to justifying tax support to these services.**

In order to benefit from recreation moving forward, and in providing a medium for the City and County to work independently, together, and with others, it is necessary to have a regional goal for publicly supported recreation. The following goal and outcomes explain **WHY** local government invests in recreation.

## Regional recreation goal: **Residents and visitors benefit from recreation opportunities and spaces in the Camrose region.**

The benefits that occur from public investment in recreation are broad and in order to better understand why recreation is a justified service, and in measuring current and future levels of success, the following intended outcomes have been articulated. These outcomes are categorized into those that lead to **stronger individuals**, those that lead to a **more cohesive and connected regional community**, and those that lead to **healthy public spaces**.

### Recreation leads to **stronger individuals**

1. People of all ages and abilities have the opportunity to participate in enjoyable activities that facilitate being physically active throughout their lives and that promote physical literacy.
2. Access to recreation and culture opportunities bolster participant self-worth and enhance mental well-being.
3. Residents and visitors are able to connect through recreation activities.
4. Residents and visitors have access to skill development opportunities through a variety of recreation activities.
5. Residents and visitors know about recreation opportunities and why it is good to participate in them.

### Recreation leads to **cohesive and connected communities**

6. Recreation opportunities and spaces are welcoming, inclusive and strive to be accessible to all.
7. Residents and visitors have the ability to participate in a variety of recreation opportunities regardless of age, ability, ethnicity, financial circumstance, geography or self-identity.
8. Volunteerism and volunteer/non-profit organizations are thriving with a strong base of skilled volunteers that feel supported and valued.
9. Special events bring residents and visitors together to celebrate and connect.
10. Recreation opportunities are designed and facilitated in ways that create local economic activity and enhance the attractiveness of the region for residents and businesses.
11. Groups that provide recreation opportunities recognize they are part of an integrated system, working towards common goals and outcomes.

### Recreation provides for **healthy public spaces**

12. Recreation facilities and spaces meet modern user expectations.
13. Recreation facilities and spaces are designed to foster community identity and connectedness.
14. Recreation facilities and spaces operate efficiently while maximizing participation levels and indirect benefit to all.
15. Recreation facilities and spaces are planned, designed and operated in ways that minimize impact on the environment.

Although not as measurable as the outcomes presented, the following principles demonstrate **HOW** local government will approach the delivery publicly supported recreation opportunities and spaces.

## Principles

1. Recreation is a **public good**; the sum of the direct benefits to some and indirect benefits to all is central to decision making and delivery.
2. Recreation will be delivered in the spirit of **collaboration**, working together across governments, the non-profit and private sectors and other relevant organizations and groups to enhance benefit in the region.
3. **Innovation** in recreation delivery will help increase the reach of current and future public investment and effort.
4. Recreation is **delivered as efficiently as possible**, maximizing the use of limited resources.

It is upon this foundation that the future of recreation in the Camrose region will be built upon. The following sections outline enhancement and future directions related to the recreation delivery system, recreation programs and opportunities and recreation facilities and spaces. Funding and implementation strategies follow.



It is recommended that both the City and the County adopt the goals, outcomes and principles presented, building them into existing plans, policies and procedures, and referring to them while planning for, providing and assessing recreation opportunities and spaces and encourage partners to do the same.

# 4

## DELIVERY SYSTEM ANALYSIS AND ENHANCEMENT



The following section outlines tools, enhancements and recommendations related to the recreation service delivery system in the region. They are meant to provide guidance on how to Partner, Build Capacity, Promote, Position and Measure related to publicly supported recreation.




## How and When to Partner

Partnerships in the provision of recreation services are key to leveraging public investment and optimizing resources. Partnerships can materialize between the City and County as well as between non-profit (user groups, community associations, service providers), private (sponsors, service providers) or public sectors (schools, post-secondary, health services). Both the City and County are involved in recreation related partnerships with each other and with other external groups and organizations.

### Inter-municipal partnerships

From a broader perspective, the City and the County have an opportunity to build upon the partnership they already have in place related to recreation that is focused primarily on cost sharing, and more specifically the County contributing to services and facilities offered by the City to compensate for County resident use of said services and facilities.

Throughout this Regional Recreation Master Plan, recommendations will be made to enhance the current state of recreation in the region. Where appropriate, opportunities to work together as a region have been highlighted with the following image . It will be up to the City and County to decide whether or not to work collaboratively on identified recommendations and actual partnership will not materialize (if applicable) until the implementation phases of the planning process.

### Public sector partnerships

Although recreation is primarily the responsibility of local municipalities (the City and County), other public service areas provided by local government (FCSS) as well as other levels of government have common outcomes to those presented in this Plan.

Partnerships with other public sector service providers can leverage the use of public funds (partnering to provide facilities such as the Jeanne & Peter Loughheed Performing Arts Centre), increase community access to facilities (joint use) and can broaden the scope of recreation programming and promotional (like the programs offered by the Camrose Primary Care Network).

### Non-profit sector

Partnerships with the non-profit sector are vital in achieving the service levels residents and visitors currently enjoy throughout the region. In the City, local sport and recreation groups provide activity specific opportunities in subsidized facilities and spaces that the City could not provide directly without significant cost increases. In the County, non-profit groups act as municipal recreation departments, operating facilities and offering programs with County support.

Where interest exists to fill gaps in recreation programming, non-profit groups are ideal partners to do so.

### Private sector

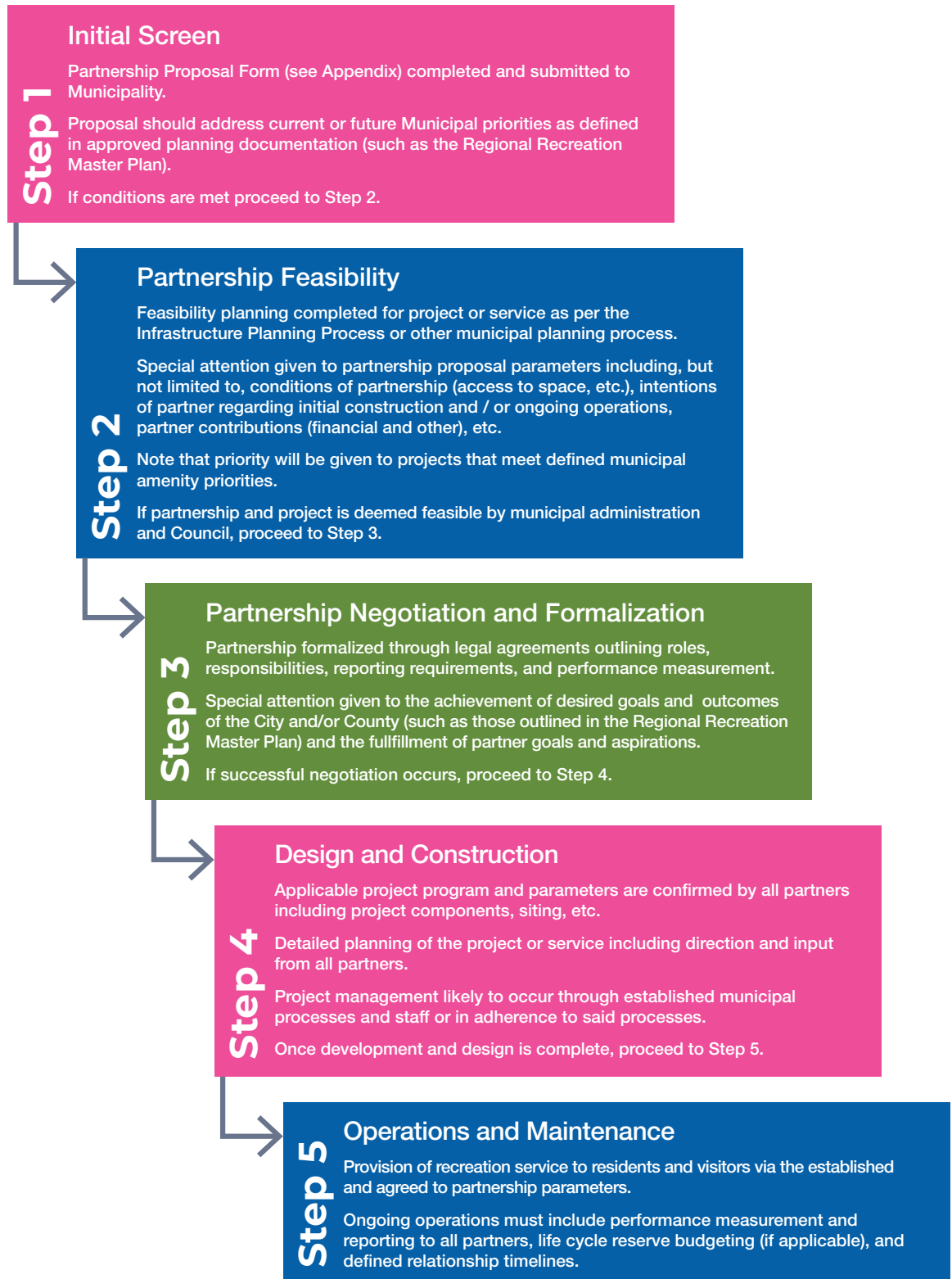
Sponsorships and other arrangement with the private sector help the City and County afford to do more as it relates to recreation. Affiliation with healthy recreation facilities, spaces and programs can have a positive impact on the brand of a private organization and can show that a local business is invested in the region.

Depending on the level of collaboration the City and County wish to achieve, the establishment of a regional recreation committee may be warranted. The committee could provide a “regional perspective” to aid in the decision making of each Council related to recreation matters (infrastructure, programs and service delivery).

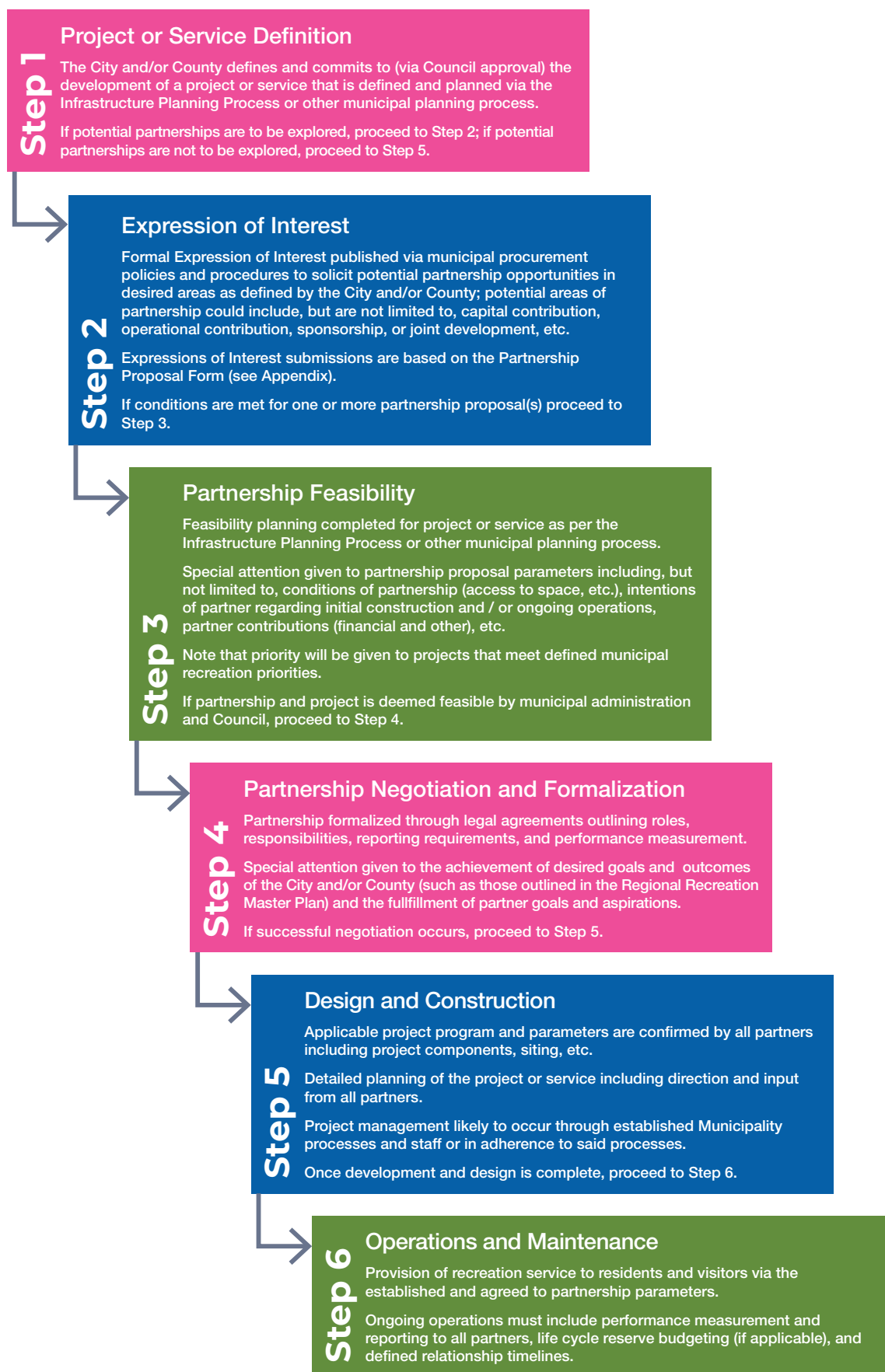
# Partnership process and selection

Partnerships in recreation facility development and/or programming can occur in two different ways: 1) initiatives that are driven by the City or County and 2) initiatives that are driven by an external group. The following graphics explain.

Partnership process for **partner initiated projects...**



## Partnership process for **Municipal initiated projects...**



## Partnership recommendations

1. Explore working together (City and County) in enhancing regional recreation.
2. Develop new Joint Use Planning Agreements with local school authorities.
3. Identify and support local community organizations as partners in the delivery of recreation.
4. Partner with other organizations in health, justice and education as able in providing programs, marketing and promotions, and shared facilities as able.
5. Continue to partner with the private sector through sponsorship and advertising arrangements.
6. Use the partnership selection process to guide decision making on whether or not to partner when opportunities arise.



# How to Build Capacity

The recreation delivery system in the region involves a variety of groups, organizations and stakeholders. It is based on a collaborative and collective effort that current service levels for recreation facilities and opportunities can be met. Existing capacity in the delivery system has achieved high levels of resident satisfaction, but things can always get better. Enhancing the current state of the delivery system will entail providing recreation education and professional development opportunities both internally (City and County staff and elected officials) and externally (with partners and other groups / organizations).

From an internal, local government perspective, ensuring that staff and elected officials have an understanding of the benefits of recreation, leading practices in the sector and a common knowledge of trends in the region, province and beyond is important it ensuring existing a future investment in recreation is guided in an optimal fashion. The development of this Plan, and the research and engagement collected, is a great start but internal capacity building is an ongoing process.

From an external perspective, building capacity by supporting local partner groups is key to sustaining and enhancing service levels. If local groups were to quit offering opportunities, be they sport and recreation groups in the City or Community Associations and interest groups in the County, service levels would undoubtedly decrease and/or the burden of provision would fall directly on local government.

Many municipalities in the province (and nation) are exploring ways to support local groups, not just with direct funding and subsidized access to facilities, but also through capacity building related to grant writing, business and strategic planning, promotions and marketing and volunteer attraction, recognition and retention.

## Challenges



## Capacity building recommendations

1. Provide recreation related professional development and networking opportunities for City and County staff and elected officials.
2. Provide supports to local groups, beyond the funding and subsidized facility access already offered, potentially to include training and support with business / strategic planning, grant writing, promotions and marketing, volunteer attraction, and provision of administrative space and supports.
3. Assign City and County staff time to liaise with partner groups to understand challenges and trends groups face and provide support.



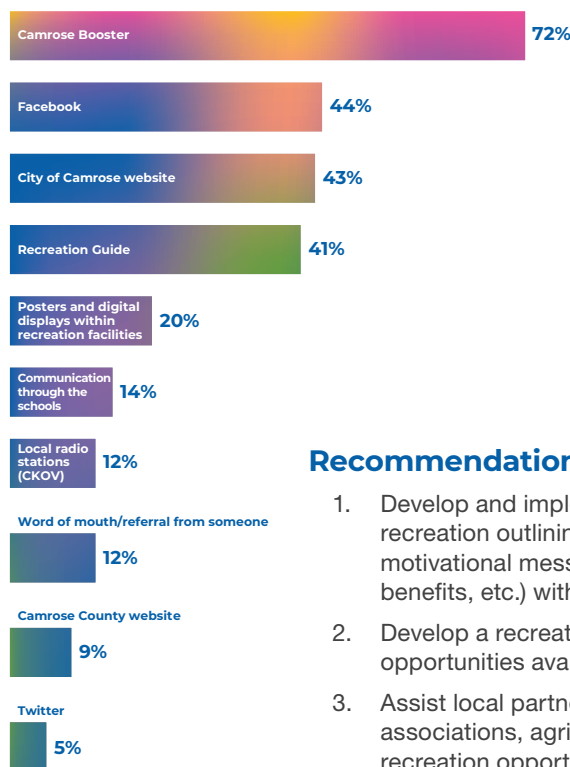
## How to Promote and Educate

Public recreation provides public good; it provides benefits to residents from which they cannot escape. Residents and visitors that participate get direct benefits (being healthier, more connected, etc.) but even those who do not participate benefit (indirect benefit to all due to living in a healthier society with less anti-social behaviours, etc.). Although the benefit from recreation is not solely due to participation levels, the more participation the more benefit will be achieved. For this reason, it is in the best interests of the City and County (and other like-minded organizations) to have as many residents and visitors participating in recreation as possible.

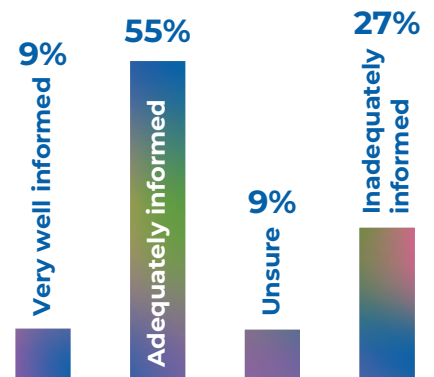
Since recreation participation is based on choice, not necessity, effective promotions and marketing efforts need to share opportunities available but also aim to motivate participation.

### How would you prefer to learn about recreation services and opportunities in the area?

(Select your top 3)



### How well informed do you feel about recreation opportunities in the area?



### Recommendations for promotions and marketing

1. Develop and implement a marketing and promotions plan for recreation outlining all regional recreation opportunities and sharing motivational messages (testimonials, statistics related to recreation benefits, etc.) with residents and visitors.
2. Develop a recreation guide (hard copy and/or online) outlining opportunities available to residents and visitors.
3. Assist local partner groups (sport and recreation groups, community associations, agricultural societies, etc.) in promoting and marketing recreation opportunities that they provide.
4. Partner with organizations in the health, justice, education and social service sectors to jointly promote and market recreation opportunities.

## How to Position Recreation

Recreation is a valuable public service and can be a differentiator when it comes to someone choosing to live in a region or operate a business within it. Recreation amenities and opportunities make a community more attractive to live in and can also draw non-local spending and economic impact to a region.

The Camrose region is central to much of the province yet it is somewhat isolated from major centres like Edmonton and Red Deer. Its location and the current amenities found in the City and the County position it as a full service region (as it relates to recreation) and an ideal “rural” location for sports and recreation tourism and the hosting of sports competitions and events.

### Recommendations related to positioning recreation

1. Continue to market the Camrose region as an ideal place to host major sporting events.
2. Develop a sport tourism framework and strategy to enhance it in the region.
3. Use recreation amenities as a selling feature when attracting residents and businesses to the area.





## How to Measure

In order to continually improve and enhance recreation in the region, all stakeholders need to be able to measure effectiveness and performance of the recreation delivery system. This is not an easy task as although the benefits of recreation are many, they are hard to measure.

Effectiveness can be measured through demonstrations of resident and group satisfaction (through surveys and community engagement similar to what was conducted in the development of this Plan), through usage and participation statistics and through observed shifts in broader outcomes that can be attributed to recreation.

Measurement is important not only for the overall recreation delivery system, but also for each individual stakeholder group (including the City and the County as well as other groups and organizations) and can help to formalize and strengthen partnership agreements and relationships (either existing or new).

### Recommendations related to measurement

1. Design and administer an ongoing community engagement process (e.g. a recreation survey every 5 years, etc.) to create an understanding of resident satisfaction and preferences and to understand local trends.
2. Gather usage and participation statistics at all City and County owned facilities and spaces.
3. Require partner user groups to provide statistics annually in exchange for enhanced supports and existing levels of financial assistance and subsidized access to facilities.
4. Work with stakeholders in the health, justice, education and social service sectors to come up with community wellness indicators that recreation services can impact and measure them on an annual basis.
5. Create annual recreation impact reports including all measurement information collected and share with decision makers and the broader community.



# 5

## RECREATION OPPORTUNITIES AND PROGRAMS

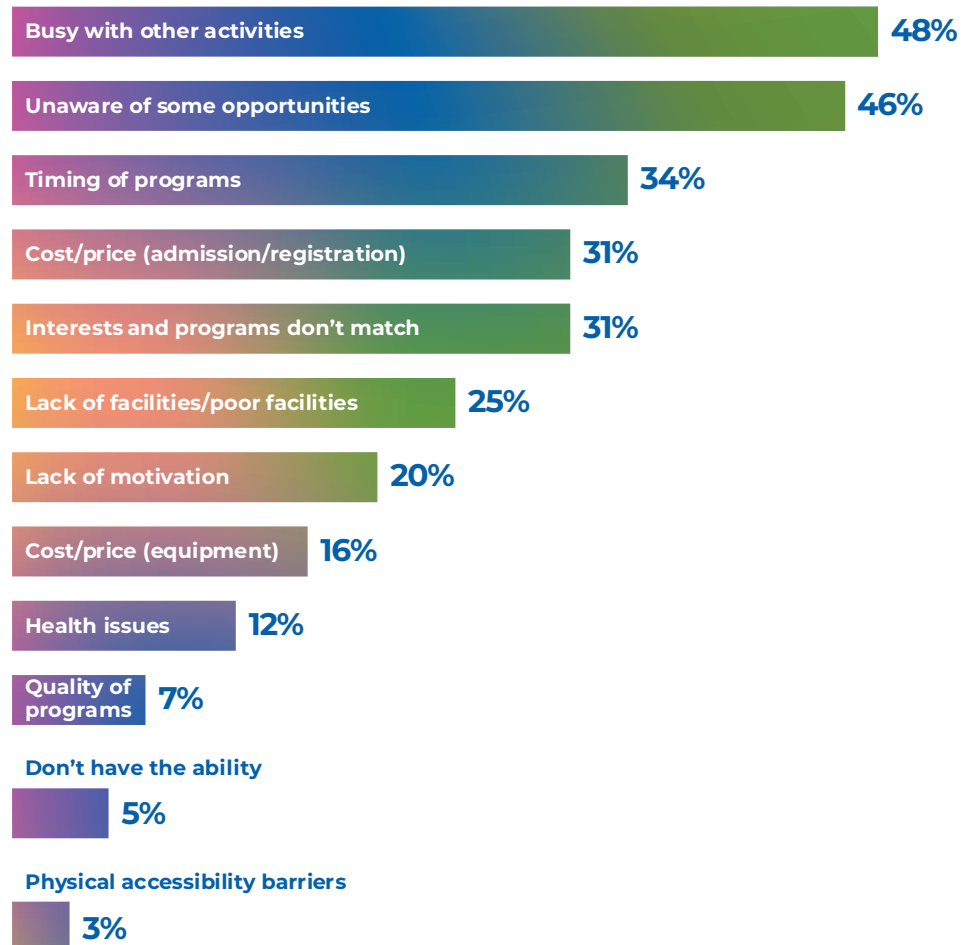


Recreation opportunities and programs are the activities that residents and visitors participate in. Some opportunities are scheduled and some are not; some are offered by paid staff (City, County or other service provider) while others are offered by volunteers (non-profit sport and recreation groups, community associations, agricultural societies, etc.). In essence, programs and opportunities is how recreation facilities and spaces become utilized, or animated, and through which all direct benefits (to users) and most indirect benefits (to all) occur.

In order to optimize utilization of recreation facilities and spaces, opportunities and programs must be relevant, in demand and accessible. Barriers to participation must also be addressed and mitigated as much as possible.

## Addressing barriers to participation

### Barriers to Participation



Understanding the barriers residents face is vital in coming up with strategies and ideas to reduce or minimize them. Barriers can be identified through public engagement efforts as well as dialogue with other services providers in the health, justice, education, and social service sectors. The most common barriers to participation in the region that may be able to be addressed by local government (as identified in the household survey) are as follows:

- Unaware of programs
- Timing of programs
- Cost
- Lack of facilities / poor facilities

In the short term, addressing these barriers should be of focus. The identification and mitigation of barriers to participation should be an ongoing concern for the City and County.

### Recommendations to addressing barriers to participation

1. Enhance recreation related marketing and promotion efforts and include information about financial assistance programs.
2. Through ongoing community engagement efforts, identify barriers to participation and address them as able.





## Understanding market demand

The provision of recreation facilities and services in Alberta communities is not legislated or regulated. The types of spaces and opportunities available to residents in the Camrose region has evolved through a combination of historical provision, community input and interest, and political and administrative will. Measuring community interest and preference in recreation services will help to ensure that recreation in the region needs are met as well, if not better, than they are right now. Community engagement efforts related to understanding the market for recreation entails measuring current levels of satisfaction, future facility and service expectations, willingness to pay and barriers to participation and can also help to identify local level trends in recreation activity participation. Ongoing assessment of the recreation market can also help to drive performance measurement (as identified earlier). Monitoring trends at a local, regional, provincial and national level and understanding what other community are doing in the province can also help to provide a more complete picture of the recreation market in the Camrose region. The State of Recreation in the Camrose Region, found under separate cover, portrays a thorough depiction of the recreation market in the Camrose region in 2019.

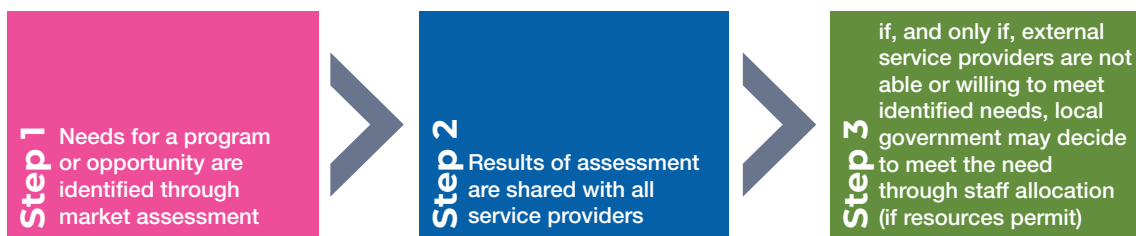
### Recommendations to understand market demand

1. Conduct a State of Recreation in the Camrose Region report every 5 years (at a minimum) including all engagement and research tactics found in the 2019 version.
2. Engage with other sectors (health, justice, education, social) to understand how issues and trends in each might impact recreation demand.



## Delivering programs

The primary delivery model for recreation programs and opportunities in the Camrose region is through volunteer / non-profit groups. The County currently does not conduct any direct programming nor does it operate recreation facilities aside from some outdoor recreation amenities. The City does offer direct programming through its aquatics centre and has just hired staff related to recreation programming however most of the animation of indoor and outdoor spaces in the City still occurs through volunteers and non-profit or private groups and organizations. This is typical for Alberta communities, it harnesses community interest and passion and helps to leverage limited public resources; there is no need to change this delivery model. That said, should there be gaps in recreation programs or opportunities that warrant public investment and no external groups or organizations are able or willing to offer needed programs, local government may have a role in filling them.



The determination of how and when local government should provide programs needs to first start with an understanding of market demand (discussed previously). If gaps are identified, the City and County should first defer to the non-profit or private sector as long as they are able to meet identified needs. If that isn't the case, the City and/or County could invest in direct programming, but only if the following conditions are met:

- The program or opportunity aligns with the strategic intentions for recreation in the region.
- The program or opportunity achieves desired levels of cost recovery (through financial and social return).
- The program or opportunity is not in direct competition with the private sector.

Should these conditions be met and there are no external providers will to provide the program or opportunity then municipal action may be warranted.

### Recommendations regarding program delivery

1. Dialogue with external program providers on an ongoing basis, sharing identified needs, and providing supports if required.
2. Provide direct program and offer opportunities through local government only if others are not able or willing to do so.



## Current focus areas

Preferences for recreation programs and opportunities shift and evolve based on societal trends, demographics, economic conditions and many other variables. Tactics have been identified earlier in this Plan as to how needs can be identified and monitored as well as how they can be met through external (non-profit, private and public sectors) and internal (local government) resource deployment.

Based on the findings of the 2019 Current State of Recreation in the Camrose Region, the following specific focus areas for recreation programs and opportunities have been identified. These can help guide the current animation efforts of all stakeholders now and in the short term but they should be revisited on an ongoing basis to ensure relevance and expand into new areas if warranted.

### Recommendations regarding current program / opportunity focus areas

- Programs for seniors, both structured and drop-in, related to physical activity
- Programs for adults focusing on physical activity
- Programs for youth focusing on nature
- Opportunities for youth to partake in unstructured “risky play”



# 6

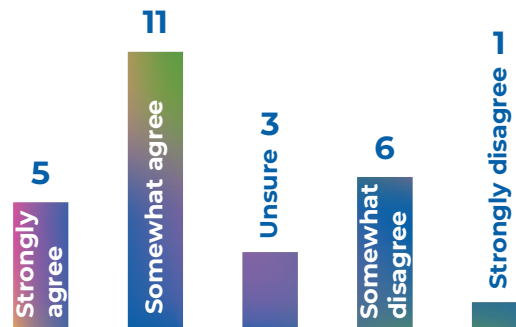
## RECREATION FACILITIES AND SPACES



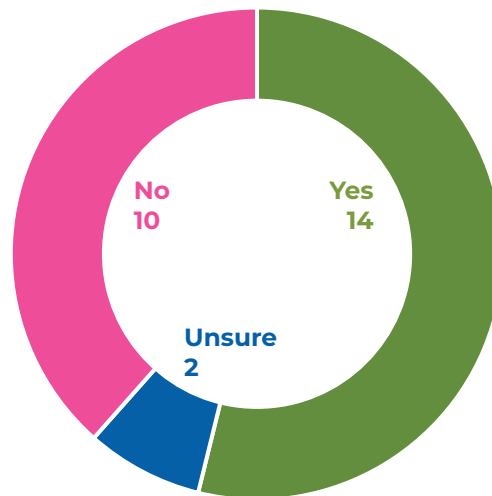
Recreation facilities and spaces in the Camrose region are integral for activities to occur. Although the primary funders of recreation infrastructure in the region are the City and the County, there are also non-profit groups, post-secondary institutions, schools and private businesses that provide recreation facilities and spaces as well. The following section of the Plan looks at the recreation facilities and spaces that the City and County either own and operate or support in some way with public resources.

The provision of recreation facilities and spaces in the region is extensive, with over \$170M invested in infrastructure (estimated replacement value based on 2019 dollars, +/- 25%) and with high level provision ratios being at or above comparable averages. Resident satisfaction is high, but the appetite for more is apparent from both residents and groups.

### **“The current facilities and spaces in the Camrose region meet the needs of our organization.”**



### **Do you think there are adequate recreation facilities and spaces to satisfy your group's needs in the region?**



Addressing this appetite for more (or enhanced) recreation infrastructure will need to be balanced with invested in existing spaces to sustain them. Aging infrastructure is a significant challenge for municipalities across Canada, and the Camrose region is not different. The City is currently spending over \$20M on an indoor pool renovation simply to sustain an existing service level. The recent closure of the Drill Hall and the physical state of the curling facility are other examples as are ageing community halls and rinks in rural areas of the region. The pressures to sustain existing facilities and build new facilities will mean that public investment in recreation facilities and spaces will need to be prioritized, and that all options including the reduction in service levels (closing of facilities) may need to be explored.



## Overall recreation infrastructure considerations

The following overarching topics related to recreation facilities and spaces provide important and relevant influence in planning for, designing, operating and maintaining recreation infrastructure. More detail related to regional recreation amenities (arenas, ball diamonds, etc.) follows.



### Infrastructure planning process

In the following pages, this Master Plan will outline both strategic and tactical considerations for the future of recreation infrastructure in the Region. It is meant to provide broad direction across all service aspects of recreation infrastructure, from an amenity perspective but it is important to note that prior to any major public investment (>\$1M) being made, more technical and detailed feasibility planning must occur in order to equip decision makers to make informed and prudent decisions.



Feasibility analysis requires an investment of both time and money and in some cases, it might not be warranted. The following triggers help to provide guidance on when feasibility analysis should occur. If two or more of the following triggers are met, feasibility analysis is likely warranted.

1. Facility spaces currently being offered approach 80% to 90% utilization on a sustained basis.
2. The cost to repair a facility is 50% or more of the cost to replace it (FCI over 0.50).
3. Trends and market assessment support that future demands for the facility type will remain stable or increase.
4. The facility in question and program services proposed provide equitable access for all residents as a public service.
5. The facility type and function aligns with City and County strategic planning and the goal, outcomes, and areas of focus outlined in the Regional Recreation Master Plan.
6. Facility type and function are not currently or adequately provided through other agencies or private sector services in the City, County or adjacent regional municipalities.
7. Potential or confirmed operational/capital partners are committed and established as registered societies, institutions, or municipal governments and collectively represent sufficient membership or market segments to sustain use of the project.
8. An external partner (institution, municipality, volunteer and/or non-profit group) leading a facility development initiative has, or has access to, significant capital and/or operating resources.

As the intention of a feasibility analysis related to recreation is to help justify the use of public resources (or not), the following general guidelines for feasibility exploration should be achieved. As there are typically two stages to determining feasibility, first deciding to meet community needs and then decided how and where to do so, a two stage approach is outlined. General conditions for prudent feasibility analysis include the following:

### **Stage 1 requirements:**

- There must be public engagement in the feasibility planning process, preferably through the use of statistically reliable surveys.
- A market assessment for amenities being contemplated must be completed.
- There must be a concept development plan including infrastructure planning, costs and impacts of ongoing operations.
- The project must demonstrate conformance to municipal strategic planning.

### **Stage 2 requirements:**

- Business planning outlining capital partners, operating partners, sources of capital and capital amortization financing must be completed.
- Opportunity cost analysis must be undertaken to demonstrate that the project represents the best way of achieving the intended goal.
- A thorough and transparent site/location analysis must be completed.
- There must be a biophysical/environmental impact statement.

Should feasibility analysis be warranted, these guidelines will ensure that decision-makers have undertaken the due diligence they need to make informed decisions in the best interest of the community and public good.



## Asset management and the Facility Condition Index approach

Ageing infrastructure and asset management are major topics of discussion in Alberta municipalities. There is an “infrastructure deficit” at the municipal level and it has been found that of all municipal infrastructure in Canada, recreation facilities are in the worst state of disrepair (as indicated in the 2016 Canadian Infrastructure Report Card). Although asset management programs are being contemplated by both the City and the County at a broader scale, there are some topics specific to recreation that should be considered.

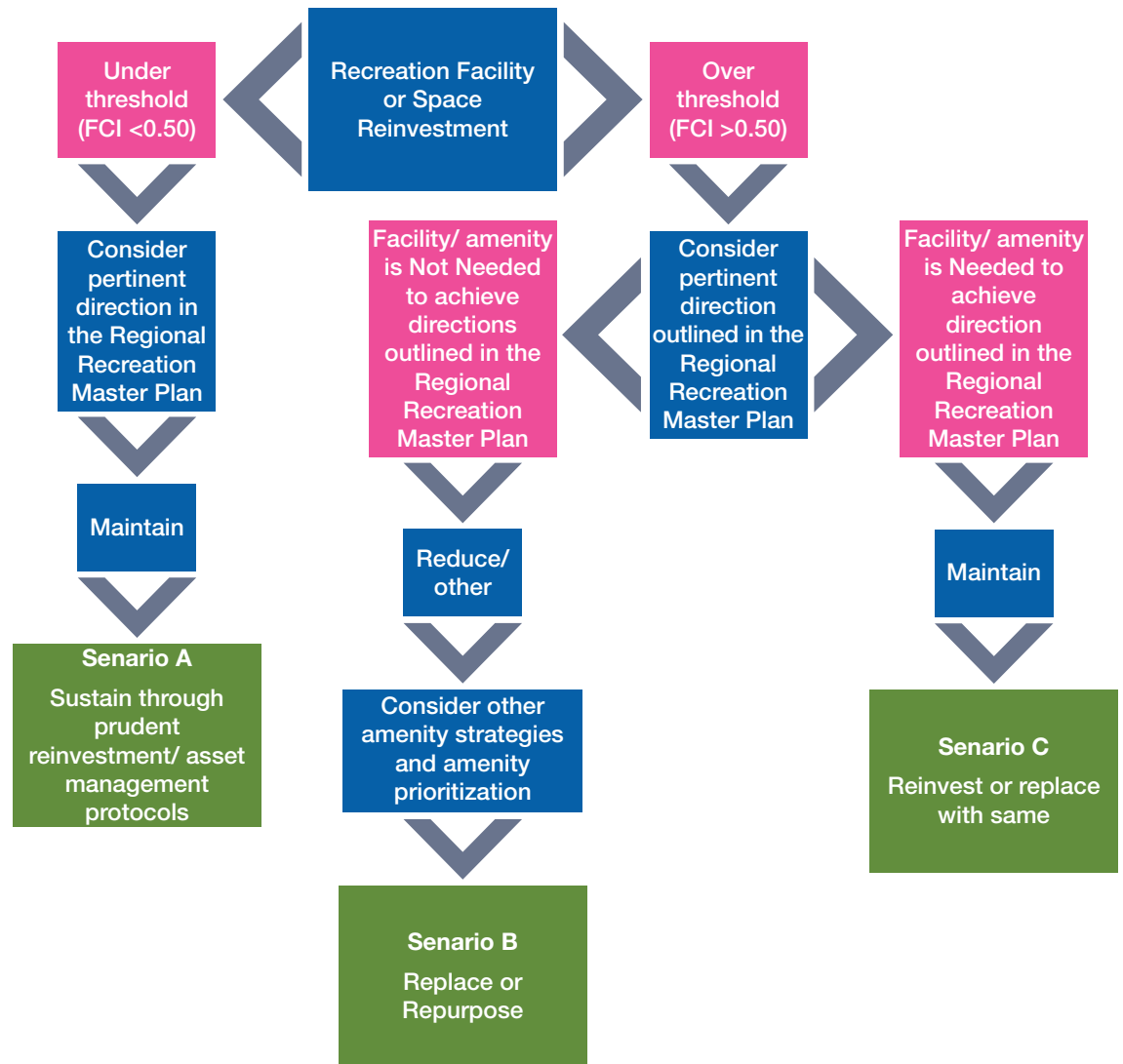
The first has to do with reinvestment rates related to proper life cycle planning and budgeting. The 2016 Infrastructure Report Card suggests a reinvestment rate of between 1.7% and 2.5% of replacement value for recreation facilities. This could equate to as much as \$3.6M (2.1% of \$173M) in annual reserve contributions when looking at existing recreation facility and space inventories in the region.

The second has to do with how modern recreation facilities and spaces are. As recreation facilities age, not only do they require structural, mechanical, electrical and envelop investment, they also are at risk of losing relevance and not meeting user expectations and/or activity requirements. As such, if recreation facilities and spaces are part of the broader local government aspirations of prudent asset management practices and protocols, as is the case with the City and the County, the functional relevance of the spaces within them needs to be included and life cycle investment might also need to include program improvements in some cases in order to get the most benefit out of existing spaces.

Also related to asset management practices and protocols for recreation facility and spaces is the Facility Condition Index (FCI) approach. In essence, FCI is a ratio of immediate required investment as a proportion of modern replacement value. If a facility or space requires investment that is more than 50% of replacement value, replacement is warranted. If FCI is less than 0.50 then reinvestment in the existing facility or space is prudent. It is important to note that required functional improvements should also be included in the FCI calculation to ensure facilities and spaces are relevant and effective at meeting modern user expectations.



## Determining the future of facilities and spaces using the Facility Condition Index as a reference





## Land acquisition and management

The amount and location of land upon which recreation activities occur on can have an impact on the amount of participation and the quality of the experience. It can also have an impact on surrounding land uses.

In a general sense, it is ideal to have multiple amenities consolidated in facilities and on sites leading to economies of scale and increase use and event hosting capabilities. As well, it can be better to have drive-to, multi-amenities facilities and sites away from residential areas.

The amount of land available to recreation can also be of concern in Alberta municipalities. In growing urban municipalities the size of the City or bigger, there is typically not enough land to handle all the recreation needs of the community especially when demands for school sites and other civic functions compete for existing and new (acquired through land development) land reserve. In rural municipalities like the County, the need for land for recreation purposes is typically less intense and attaining more reserves when development or sub-division occurs can be a burden depending on where the parcels are located and what they can be used for.



## Design and operating considerations

When assessing the overall inventory of recreation facilities and spaces in the region as well as how they are used or “animated”, it is important to **ensure that there is a mix of both structured / scheduled and spontaneous / unscheduled recreation opportunities**. Enabling access to facilities and spaces on a rental basis as well as a drop-in basis will enable more residents and visitors to participate and will also diversify revenue streams and increase and broaden overall use.

The development of large **multi-purpose, multiuse recreation facilities and sites** warrants exploration whenever investment in recreation infrastructure is considered. Combining multiple facilities under one roof or at one site can lead to operational cost economies of scale and can increase overall usage. Gathering more users at one site can also enhance the attractiveness of private sponsorship and retail sales and commercial lease spaces at facilities, hence improving revenue streams. The development of multiple facilities at one site or in one building envelope can also be more cost-effective during the design and construction process. Cost savings can be achieved through professional services as well as other site costs such as parking and site servicing.

**Geographic balance** of facilities and sites throughout the region is an important consideration; ideally, all residences would have equitable access to facilities and spaces. For the City, geographic distribution of resources will become more difficult as the City grows as it will be divided by a major highway. That being said, balanced provision is more pertinent to neighbourhood-level amenities (such as neighbourhood parks) than it is to the provision of major recreation facilities as these are typically drive-to facilities. Geographic balance should be considered with the realization that equidistant access to facilities and spaces for all residences is likely not achievable.

The actual design of indoor and outdoor recreation infrastructure is typically a reflection of the designer, intended community image, and the active involvement of community stakeholders. That said, the design process and eventual programming of the infrastructure being designed can be enhanced by considering a number of important leading practices. Most importantly, **there must be a balance between designing for the specifically intended uses and multiple uses in the future**. Spaces too focused on one intended type of use will not be sufficiently flexible to meet ongoing changing needs. However, spaces that are too focused on meeting any future use often meet no needs at all.

Other considerations related to regional, provincial, national, and/ or international **event hosting capability** should also be reviewed to determine the cost/benefit related to infrastructure elements. As these enhancements and facility components have a sport tourism function, the responsibility for them may be shared between City and County recreation resources and other internal and external stakeholders.

**Crime Prevention Through Environmental Design** (CPTED) principles need to be considered in facility design and development. CPTED is a set of design considerations that are intended to deter criminal activity in facilities of all types and sizes. As community facilities are accessible by a variety of populations and generate public traffic, these considerations need to influence the design of new or enhanced infrastructure.

When designing a facility or space it is ideal to **create exposure and sightlines to recreational activity from outside and within the facility or space**. This creates potential to enhance utilization, generate revenues for operations and enhance facility ambiance and feel.

Indoor recreation facilities typically are found on larger park sites. The **integration of the indoor and outdoor environments** (in terms of design and program) is an opportunity. Designing facilities to reflect the topography of a site, to ensure that outdoor trails connect to the indoor public corridors of facilities and, in some cases, using overhead doors, causeways and glazing (glass) to eliminate the boundaries between indoors and outdoors are all examples of how the indoor and outdoor environments can begin to be integrated.

Designing facilities in the most **environmentally friendly** way possible can lead to significant reduction of the environmental impacts of construction and operation. It can be more costly in terms of capital; therefore, a detailed cost-benefit analysis may be required prior to ultimate decision-making on some mechanical and facility design decisions.

Other **green design principles**, such as ensuring facility patrons have transportation options (e.g. mass transit and active transportation), having associated support amenities (e.g. bike racks), and including **design elements to promote physical activity** (i.e. making stairwells more appealing alternatives to elevators) should also be considered in recreation infrastructure provision. Designating and allocating land for **future expansion** of indoor and outdoor recreation amenities should also be considered to better accommodate future growth and provide flexibility in meeting evolving community demands.

When designing and operating recreation facilities and spaces, it is important to **consider both user and spectator perspectives**. Especially apparent for children and youth, spectatorship is an important consideration. Children and youth are more likely to engage in meaningful activity when parents and guardians are involved in the activity or watching. The spectator experience (e.g. food and beverage, seating options and comfort, heat, places for children to play) can be as important as user considerations such as corridor width in ice facilities (for ease of movement with hockey bags) and dressing room size.

More and more municipalities are utilizing **synthetic playing surfaces** as an alternative to natural turf for the provision of rectangular fields, ball diamonds, and, in some cases, outdoor rink spaces. These surfaces allow for more intense and continuous use regardless of weather, and extend the playing seasons of scarce outdoor spaces. Although synthetic surfaces have higher construction and replacement costs as compared to natural turf, the ability to utilize synthetic surfaces much more intensely also enables increased program and tournament hosting capacity. Other benefits of synthetic surfaces include:

- All weather use
- Extended playing season
- Ease of maintenance
- Reduced injuries/safer playing surface for athletes (subject to further research)

## Recommendations related to overall recreation infrastructure

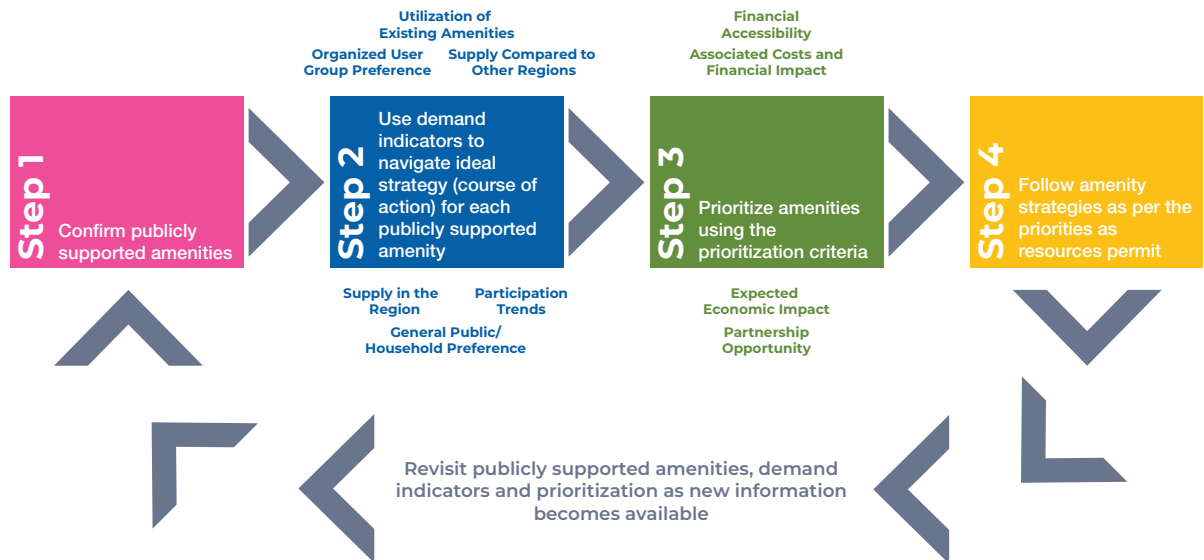
1. Undertake feasibility analysis, using the triggers and guidelines outlined, before significant investment in recreation infrastructure is made.
2. Establish and contribute to life cycle reserve funds for recreation facilities and spaces.
3. Consider the functional relevance of recreation facilities when following broader City and County asset management protocols and procedures.
4. Utilize the facility condition index approach when determining whether or not to reinvest in or replace existing facilities.
5. Garner as much land for recreation purposes as possible in urban or high density rural areas.
6. Accept cash in lieu for reserve dedication in rural areas and use it to supplement land acquisition where it is needed most.
7. Work to acquire large enough tracts of land for recreation so that multi-amenity facilities and sites can be developed.
8. Consider the design and operating considerations presented when planning new or enhanced recreation facilities and spaces.





# The future of recreation amenities in the region

Planning for the future of recreation amenities in the Camrose region involves a four step, cyclical process. The following image explains.



## Step 1: Confirming publicly supported amenities

The first step is for the City and County to determine whether or not they will even consider publicly supporting a given amenity type. In order for an amenity to be considered, evidence must be presented that the amenity aligns with or furthers the intended outcomes outlined in the foundations section of this strategy. If the amenity type in question could be considered for potential development, then it will be further analyzed.

## Step 2: Needs assessment

The amenity types that are being considered for public support will then be analyzed as to how well they meet community needs. This will result in assigning each amenity type one of three service level recommendations and assigning additional considerations creating Amenity Strategies for each publicly supported amenity the County and City invest in. The Amenity Strategies outline the ideal course of action for each amenity type without considering resource limitations or the need to prioritize one amenity over another.

1. Enhance service levels (add more and better facilities or spaces)
2. Maintain service levels (provide the same amount of facilities and spaces, adding new ones only as population increases)
3. Reduce service levels (consider reducing the quantity of a facility or space when major investment is required)

Assigning recommended service levels is achieved by running the amenity types through a series of needs assessment / demand indicator criteria. The criteria for examining demand and recommending service levels are as follows (a complete scoring matrix is attached in the appendices).

- Utilization of existing amenities
- General public/household preference
- Organized user group preference
- Supply in the City and region
- Supply compared to other regions
- Participation trends

Based on the information outlined in the State of Recreation in the Camrose Region in 2019, the following service level recommendations have been calculated.

**The scoring metrics used to arrive at the service levels indicated in the following table are found in the Appendix.**

For the purposes of the following tables, the intended definitions of Enhance, Maintain and Decrease are as follows:

**Enhance:** Service levels for this amenity should be enhanced, either through the development of additional spaces or the significant upgrade and revitalization of existing spaces.

**Maintain:** Service levels for this amenity should be maintained, including reinvestment where required but additional or enhanced service levels are not required. Should population levels increase, additional spaces may be warranted.

**Decrease:** It may be warranted to decrease service levels for this amenity through the decommissioning or re-purposing of existing spaces. Decommissioning or re purposing of existing spaces should only be considered where funding/resource limitations exist.

## Indoor recreation facilities

Amenity	Factors to the Final Recommendation						Final Demand Indication
	General Public/ Household Preference	Organized User Group Preference	Utilization of Existing Amenities	Participation Trends	Supply in the County and Region	Supply Compared to other Municipalities	
Leisure swimming pools	Enhance	Maintain	Decrease	Maintain	Maintain	Decrease	<b>Maintain</b>
Courts/gymnasium spaces (e.g. including tennis, pickleball, basketball, etc.)	Enhance	Enhance	Maintain	Maintain	Decrease	Decrease	<b>Maintain</b>
Indoor child play spaces	Enhance	Maintain	Decrease	Enhance	Maintain	Decrease	<b>Maintain</b>
Lane swimming pools	Enhance	Maintain	Decrease	Maintain	Decrease	Decrease	<b>Maintain</b>
Indoor climbing walls	Enhance	Decrease	Decrease	Maintain	Maintain	Decrease	<b>Maintain</b>
Dedicated seniors activity spaces	Enhance	Maintain	Decrease	Maintain	Decrease	Decrease	<b>Maintain</b>
Dedicated youth activity spaces	Maintain	Maintain	Decrease	Maintain	Decrease	Decrease	<b>Maintain</b>
Fitness/wellness facilities (e.g. aerobics, strength training)	Maintain	Maintain	Maintain	Maintain	Decrease	Decrease	<b>Maintain</b>
Program spaces (multi-use, i.e. yoga, aerobics, etc.)	Maintain	Enhance	Decrease	Maintain	Maintain	Decrease	<b>Maintain</b>
Court sport spaces (e.g. racquetball/squash)	Maintain	Maintain	Decrease	Maintain	Maintain	Decrease	<b>Maintain</b>
Leisure ice skating spaces	Maintain	Decrease	Decrease	Maintain	Maintain	Decrease	<b>Maintain</b>

Amenity	Factors to the Final Recommendation						Final Demand Indication
	General Public/ Household Preference	Organized User Group Preference	Utilization of Existing Amenities	Participation Trends	Supply in the County and Region	Supply Compared to other Municipalities	
Multi-purpose sport spaces (e.g. cement pad for roller derby, lacrosse, etc.)	Maintain	Enhance	Decrease	Maintain	Maintain	Decrease	<b>Maintain</b>
Rifle/archery ranges	Maintain	Maintain	Decrease	Maintain	Maintain	Decrease	<b>Maintain</b>
Indoor track for fitness/jogging/walking	Maintain	Maintain	Maintain	Maintain	Decrease	Decrease	<b>Maintain</b>
Indoor sports fields (e.g. soccer)	Maintain	Enhance	Maintain	Maintain	Maintain	Decrease	<b>Maintain</b>
Indoor ice arenas	Maintain	Maintain	Maintain	Maintain	Decrease	Decrease	<b>Maintain</b>
Show/event facilities (e.g. concerts/trade fairs)	Maintain	Maintain	Decrease	Maintain	Decrease	Decrease	<b>Maintain</b>
Curling facilities	Maintain	Enhance	Maintain	Maintain	Decrease	Decrease	<b>Maintain</b>
Meeting spaces	Decrease	Maintain	Decrease	Maintain	Decrease	Decrease	<b>Decrease</b>
Dance program spaces	Decrease	Decrease	Decrease	Maintain	Decrease	Decrease	<b>Decrease</b>
Social/banquet facilities	Decrease	Maintain	Maintain	Maintain	Decrease	Decrease	<b>Maintain</b>
Community group office spaces	Decrease	Maintain	Decrease	Enhance	Maintain	Decrease	<b>Maintain</b>
Agricultural facilities (e.g. indoor riding arena)	Decrease	Decrease	Decrease	Maintain	Maintain	Decrease	<b>Maintain</b>
Combative sports spaces (e.g. judo, karate)	Decrease	Decrease	Decrease	Maintain	Decrease	Decrease	<b>Maintain</b>

## Outdoor recreation spaces

Amenity	Factors to the Final Recommendation						Final Demand Indication
	General Public/Household Preference	Organized User Group Preference	Utilization of Existing Amenities	Participation Trends	Supply in the County and Region	Supply Compared to other Municipalities	
Outdoor water/spray parks	Enhance	Maintain	Decrease	Maintain	Decrease	Decrease	<b>Maintain</b>
Natural areas	Enhance	Maintain	Decrease	Maintain	Decrease	Decrease	<b>Maintain</b>
Support amenities (e.g. lighting, parking, seating, washrooms)	Enhance	Enhance	Decrease	Enhance	Maintain	Decrease	<b>Maintain</b>
Campgrounds (with services)	Enhance	Enhance	Maintain	Maintain	Decrease	Decrease	<b>Maintain</b>
Multi-use trails (non-mechanized)	Enhance	Enhance	Enhance	Maintain	Decrease	Decrease	<b>Maintain</b>
Outdoor swimming pools	Enhance	Maintain	Decrease	Maintain	Enhance	Maintain	<b>Maintain</b>
Picnic areas	Enhance	Maintain	Decrease	Maintain	Decrease	Decrease	<b>Maintain</b>
Outdoor bandstands/amphitheatres	Enhance	Decrease	Decrease	Maintain	Decrease	Decrease	<b>Maintain</b>
Pickleball courts	Maintain	Enhance	Decrease	Enhance	Maintain	Decrease	<b>Maintain</b>
Ball diamonds	Maintain	Enhance	Maintain	Maintain	Decrease	Decrease	<b>Maintain</b>
Dog off-leash areas	Maintain	Decrease	Maintain	Maintain	Decrease	Decrease	<b>Maintain</b>
Playgrounds and tot lots	Maintain	Maintain	Decrease	Maintain	Decrease	Decrease	<b>Maintain</b>
Mountain bike parks	Maintain	Decrease	Decrease	Maintain	Maintain	Decrease	<b>Maintain</b>
Golf courses	Maintain	Decrease	Decrease	Maintain	Decrease	Decrease	<b>Decrease</b>
Hard surface courts (for basketball, ball hockey)	Maintain	Maintain	Decrease	Maintain	Decrease	Decrease	<b>Maintain</b>

Amenity	Factors to the Final Recommendation						Final Demand Indication
	General Public/ Household Preference	Organized User Group Preference	Utilization of Existing Amenities	Participation Trends	Supply in the County and Region	Supply Compared to other Municipalities	
Toboggan hills	Maintain	Maintain	Decrease	Maintain	Decrease	Decrease	<b>Maintain</b>
Cross country ski/snowshoe trails	Maintain	Maintain	Decrease	Maintain	Decrease	Decrease	<b>Maintain</b>
Outdoor boarded hockey rinks	Maintain	Enhance	Decrease	Maintain	Decrease	Decrease	<b>Maintain</b>
Tennis courts	Maintain	Decrease	Decrease	Maintain	Decrease	Decrease	<b>Decrease</b>
Passive park spaces	Maintain	Decrease	Decrease	Enhance	Decrease	Decrease	<b>Maintain</b>
BMX bicycle parks	Maintain	Decrease	Decrease	Maintain	Maintain	Decrease	<b>Maintain</b>
Artificial turf fields	Maintain	Enhance	Decrease	Maintain	Enhance	Maintain	<b>Maintain</b>
Motorized trails	Maintain	Decrease	Decrease	Maintain	Maintain	Decrease	<b>Maintain</b>
Rectangular grass fields (for rugby, football, soccer)	Maintain	Maintain	Maintain	Maintain	Decrease	Decrease	<b>Maintain</b>
Outdoor recreation skating rinks (non boarded)	Decrease	Decrease	Maintain	Maintain	Decrease	Decrease	<b>Decrease</b>
Disc golf courses	Decrease	Maintain	Decrease	Maintain	Maintain	Decrease	<b>Maintain</b>
Beach volleyball courts	Decrease	Decrease	Decrease	Maintain	Decrease	Decrease	<b>Decrease</b>
Agricultural areas (i.e. equestrian areas)	Decrease	Decrease	Decrease	Maintain	Decrease	Decrease	<b>Decrease</b>
Skateboard parks	Decrease	Decrease	Decrease	Maintain	Decrease	Decrease	<b>Decrease</b>
Athletic grounds (track and field)	Decrease	Maintain	Decrease	Maintain	Decrease	Decrease	<b>Decrease</b>
Event grounds for special events	Decrease	Enhance	Decrease	Maintain	Decrease	Decrease	<b>Maintain</b>

As can be seen, none of the indoor or outdoor amenity service levels are suggested to be enhanced, while a few could be decreased. The rest are suggested to be maintained. Those identified for potential decrease are:

- Meeting rooms
- Dance program rooms
- Agricultural areas (outdoors)
- Golf courses
- Tennis courts
- Outdoor recreation skating rinks (non-boarded)
- Skateboard parks
- Athletic grounds

**It is important to note that just because service areas are identified for potential decrease in service level it does not mean that public support be discontinued immediately. It does mean that when major investment (>\$1M) is required to sustain these facilities or spaces reduction of service would be an option to consider in the feasibility study process.**

**This analysis assumes that regular maintenance and life cycle reserve budgeting (discussed earlier) occurs for all facilities and spaces** that the City and/or County own and hopefully the same can be said for those that are not owned by the City and/or County but that are supported publicly in some way.

### Step 3: Prioritization

Due to limited public resources allocated to recreation facilities and spaces, prioritization of amenities needs to occur to direct investment, whether it be for enhancing, maintaining or decreasing service levels. In order to prioritize amenities relative to each other, four additional criteria, along with the six demand indicators mentioned previously, are then used to help. The four additional criteria are as follows.

- Community accessibility
- Associated costs and financial impacts
- Expected economic impact
- Partnership opportunity

Again, based on the information known and gathered in 2019, the following list of indoor and outdoor priorities has been developed.

**The scoring metrics used to calculate the priorities outlined in the following tables are found in the appendix.**

## Indoor priorities

Amenity	Prioritization Score	Rank	Considerations
Courts/gymnasium spaces (e.g. including tennis, pickleball, basketball, etc.)	52	1	Consider partnership with schools (access of existing through joint use and potential new facilities)
Indoor sports fields (e.g. soccer)	42	2	Consider if partnership opportunities exist
Leisure swimming pools	39	3	Complete renovation of existing
Indoor child play spaces	39	3	Consider adding to existing facilities, possibly re-purposing meeting spaces
Program spaces (multi-use, i.e. yoga, aerobics, etc.)	31	5	N/A
Multi-purpose sport spaces (e.g. cement pad for roller derby, lacrosse, etc.)	31	5	N/A
Fitness/wellness facilities (e.g. aerobics, strength training)	28	7	N/A
Indoor track for fitness/jogging/walking	28	7	N/A
Curling facilities	28	7	Begin planning to reinvest in existing facility; explore regional provision options if regional partnership exists
Indoor climbing walls	27	10	N/A
Community group office spaces	25	11	Consider provision of non-dedicated “hot desk” type facilities to support local groups in existing facilities

Amenity	Prioritization Score	Rank	Considerations
Court sport spaces (e.g. racquetball/squash)	24	12	N/A
Lane swimming pools	23	13	Complete renovation of existing
Dedicated seniors activity spaces	23	13	N/A
Dedicated youth activity spaces	23	13	N/A
Indoor ice arenas	23	13	N/A
Leisure ice skating spaces	19	17	N/A
Rifle/archery ranges	19	17	N/A
Show/event facilities (e.g. concerts/trade fairs)	13	19	N/A
Meeting spaces	13	19	Look to repurpose existing spaces if better uses can be accommodated
Social/banquet facilities	13	19	Look to consolidate existing facilities, especially in rural areas, when major reinvestment is required (reducing quantity but improving quality)
Agricultural facilities (e.g. indoor riding arena)	9	22	N/A
Dance program spaces	3	23	Look to repurpose existing spaces if better uses can be accommodated
Combative sports spaces (e.g.judo, karate)	3	23	N/A

## Outdoor priorities

Amenity	Prioritization Score	Rank	Considerations
Multi-use trails (non-mechanized)	51	1	Increase trail provision in new and growing areas and work to provide connectivity in existing
Support amenities (e.g. lighting, parking, seating, washrooms)	46	2	Consider if partnership opportunities exist
Campgrounds (with services)	41	3	N/A
Artificial turf fields	39	4	Consider if partnership opportunities exist
Outdoor water/spray parks	38	5	N/A
Pickleball courts	37	6	Consider repurposing existing tennis courts to accommodate
Natural areas	35	7	N/A
Outdoor swimming pools	34	8	N/A
Ball diamonds	33	9	Consider regional allocation procedures (if regional partnership exists) as well as enhancing quality of existing spaces (amenity provision, maintenance, etc.)
Picnic areas	26	10	N/A
Toboggan hills	26	10	N/A
Playgrounds and tot lots	23	12	N/A
Hard surface courts (for basketball, ball hockey)	23	12	Consider repurposing existing tennis courts to accommodate
Outdoor boarded hockey rinks	23	12	N/A
Mountain bike parks	22	15	N/A
Dog off-leash areas	21	16	N/A

Amenity	Prioritization Score	Rank	Considerations
Event grounds for special events	21	16	N/A
Outdoor bandstands/ amphitheatres	18	18	N/A
Rectangular grass fields (for rugby, football, soccer)	18	18	Consider regional allocation procedures (if regional partnership exists) as well as enhancing quality of existing spaces (amenity provision, maintenance, etc.)
Disc golf courses	17	20	N/A
Passive park spaces	14	21	N/A
BMX bicycle parks	14	21	N/A
Motorized trails	14	21	N/A
Golf courses	13	24	Consider reduction of service level when major reinvestment is required; work towards increasing use and benefit in the community and reduce operating deficits as able
Cross country ski/ snowshoe trails	13	24	N/A
Athletic grounds (track and field)	13	24	N/A
Tennis courts	8	27	Consider repurposing least used tennis courts into pickleball courts or other hard surface activities
Outdoor recreation skating rinks (non boarded)	8	27	N/A
Agricultural areas (i.e. equestrian areas)	6	29	N/A
Beach volleyball courts	3	30	N/A
Skateboard parks	3	30	N/A

## Step 4: Action plan and monitoring

Once the amenity types are assigned a Strategy (or ideal course of action) and prioritized an appropriate Action Plan can be determined for all publicly supported amenities. For example, if an amenity's service level is recommended to be enhanced and it is a high on the priority list, then it should be strongly considered in the next facility or space development. If an amenity is a high priority and service levels should be maintained, then focus should be placed on maintaining or modernizing existing spaces. If an amenity is recommended to have a reduction in service level and is not a high priority, then perhaps existing spaces could be converted into a different type of amenity that would achieve more community benefit.

It is important to note that Step 4 also includes revisiting Steps 1-3 periodically as new information becomes available.

That being said, the current course of action for recreation facilities and spaces in the region is to concentrate on strategies to maintain and sustain existing service levels. With future growth not expected to be significant in the short- to mid-term,

### Recommendations related to the future of recreation amenities in the region

1. Consider decreasing service levels for meeting rooms, dance program rooms, agricultural areas (outdoors), golf courses, tennis courts, outdoor recreation skating rinks (non-boarded), Skateboard parks and athletic grounds during feasibility planning unless enhanced benefit can be demonstrated in the community.
2. Maintain service levels for all other indoor and outdoor amenities.
3. Continue with the enhancement and revitalization of the indoor pool.
4. Begin planning for reinvestment in the existing curling rink.
5. Encourage consolidation of existing social banquet facilities throughout the region as investment is required.

# 7

## FUNDING SOURCES AND STRATEGIES

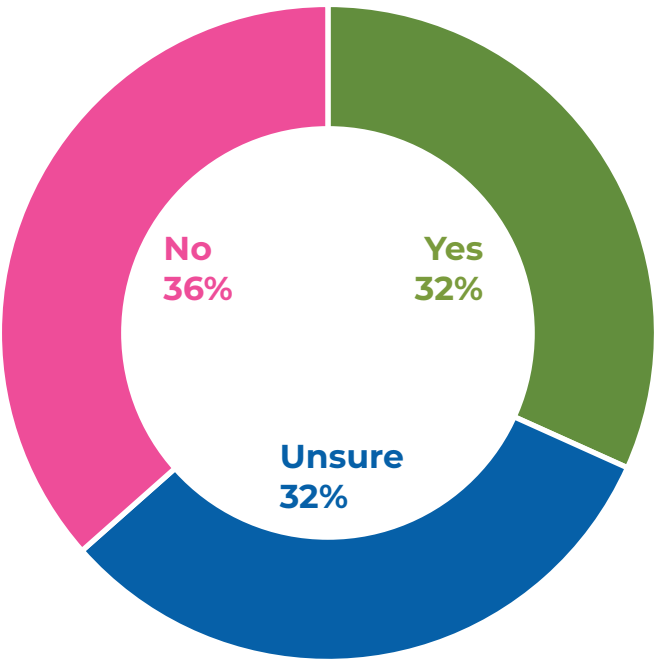


In the past, the funding of recreation opportunities in the region has primarily been accomplished through the use of public funds (taxes and/or reserves) from the County and the City. The future of recreation will be the same. The following section explores how the complexion of public funding for recreation may change as well as other potential sources of funds.

## Taxes

Although the appetite for recreation opportunities could be considered insatiable the ability to publicly support them will continue to be limited. Recreation is one of many important services the City and County provide to make the region an attractive place to reside, visit and work. The funding for recreation that comes from general tax revenues is to account for the “indirect benefit to all” that is accrued from having recreation opportunities in the region. Approximately 1/3 of residents indicated that they would not be willing to pay higher taxes to support enhancements to recreation in the region, while the 1/3 that were willing to pay more and the remaining 1/3 that were unsure were only willing to pay small increases.

**To ensure that community needs for facilities, programs, and services in the Camrose area are better met, would you support an increase in annual property taxes?**

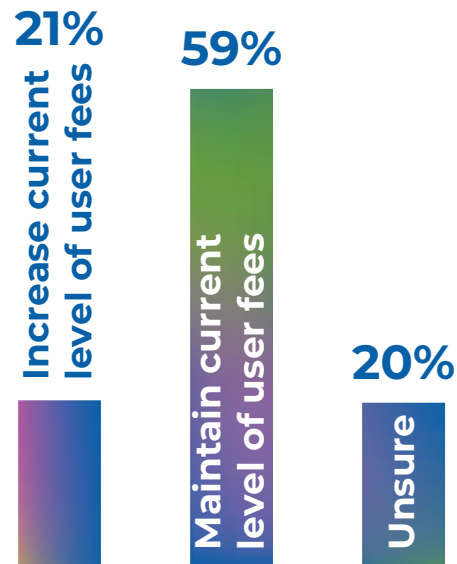


How the City and County share in the allocation of costs related to recreation will be dictated through the Inter-municipal Collaboration Framework process as mandated by the Modernized Municipal Government Act in the province. Should the relationship between the City and County evolve to a greater level of integration models such as joint facility ownership, shared staff or others may emerge as this Regional Plan is implemented.

## User fees

User fees for recreation opportunities is another way that services are funded. User fees account for the “direct benefit to some”, recovering some of the costs of providing services from those who actually use them. User fees to provide a means of cost recovery however constraints like market willingness to pay, the provision of free or low cost opportunities and ensuring that financial barriers are mitigated as much as possible exist when charging user fees. Only a small portion of the public and groups are willing to pay increases in user fees. That being said, the setting of user fees should be done on a fair and equitable (not necessarily equal) basis. Those that can afford to pay should, while those that might not may warrant increased subsidy to ensure that benefit is maximized in the region.

**Which of the following options do you support in relation to user fees for recreation programs and services?**





## Grants, partnerships and sponsorships

External funding sources such as grants partnerships and sponsorships need to be considered in ensuring the use of public funds is optimized and leveraged. These opportunities tend to be more specific to certain amenities (groups that want to fundraise for certain types of spaces) or aspects of provision (to implement green technologies, etc.). It is important that **the City and County continuously monitor government grants for relevancy to priorities of the day** (such as the reinvestment in the pool or curling rink). It is also important to **position local government to be able to accept, adjudicate and react to partnership opportunities as they present themselves** (as discussed previously).

The leveraging of sponsorships is also important. This strategy is currently employed by the City in some of its facilities and spaces. **From a regional perspective the inventory, valuation and marketing of sponsorship opportunities in recreation facilities and spaces is best done in a coordinated fashion.** This would provide best value to the sponsor / partner and would ensure that asset are valued appropriately.






















# 8


## IMPLEMENTATION AND PERFORMANCE MEASUREMENT















The implementation of this Master Plan will be primarily the responsibility of the City and County. The degree of integration or collaboration in its implementation is to be determined. The recommendations herein have been framed to stand alone; apply to each municipality independently; or be implemented collaboratively (where appropriate). The following table explains when each recommendation might be implemented. It should be noted that some of these recommendations would have a financial impact for the City and/or the County. These financial impacts would be estimated by administration prior to final decision making where applicable.

Recommendation	Timing Short = 0-4 yrs Mid = 5-8 yrs Long = 9-12 yrs Future = 12+ yrs	Regional Collaboration Opportunity
How and When to Partner		
1. Explore working together (City and County) in enhancing regional recreation.	Short	
2. Develop new Joint Use Planning Agreements with local school authorities.	Short	
3. Identify and support local community organizations as partners in the delivery of recreation.	Short	
4. Partner with other organizations in health, justice and education as able in providing programs, marketing and promotions, and shared facilities as able.	Short	
5. Continue to partner with the private sector through sponsorship and advertising arrangements.	Short	
6. Use the partnership selection process to guide decision making on whether or not to partner when opportunities arise.	Short	
How to Build Capacity		
7. Provide recreation related professional development and networking opportunities for City and County staff and elected officials.	Short	
8. Provide supports to local groups, beyond the funding and subsidized facility access already offered, potentially to include training and support with business / strategic planning, grant writing, promotions and marketing, volunteer attraction, and provision of administrative space and supports.	Mid	
9. Assign City and County staff time to liaise with partner groups to understand challenges and trends groups face and provide support.	Short	

Recommendation	Timing Short = 0-4 yrs Mid = 5-8 yrs Long = 9-12 yrs Future = 12+ yrs	Regional Collaboration Opportunity
How to Promote and Educate		
10. Develop and implement a marketing and promotions plan for recreation outlining all regional recreation opportunities and sharing motivational messages (testimonials, statistics related to recreation benefits, etc.) with residents and visitors.	Mid	
11. Develop a recreation guide (hard copy and/or online) outlining opportunities available to residents and visitors.	Short	
12. Assist local partner groups (sport and recreation groups, community associations, agricultural societies, etc.) in promoting and marketing recreation opportunities that they provide.	Short	
13. Partner with organizations in the health, justice, education and social service sectors to jointly promote and market recreation opportunities.	Mid	
How to Position Recreation		
14. Continue to market the Camrose region as an ideal place to host major sporting events.	Short	
15. Develop a sport tourism framework and strategy to enhance it in the region.	Mid	
16. Use recreation amenities as a selling feature when attracting residents and businesses to the area.	Short	
How to Measure		
17. Design and administer an ongoing community engagement process (e.g. a recreation survey every 5 years, etc.) to create an understanding of resident satisfaction and preferences and to understand local trends.	Mid	
18. Gather usage and participation statistics at all City and County owned facilities and spaces.	Short	
19. Require partner user groups to provide statistics annually in exchange for enhanced supports and existing levels of financial assistance and subsidized access to facilities.	Mid	
20. Work with stakeholders in the health, justice, education and social service sectors to come up with community wellness indicators that recreation services can impact and measure them on an annual basis.	Long	
21. Create annual recreation impact reports including all measurement information collected and share with decision makers and the broader community.	Short	

Recommendation	Timing	Regional Collaboration Opportunity
	Short = 0-4 yrs Mid = 5-8 yrs Long = 9-12 yrs Future = 12+ yrs	
Addressing barriers to participation		
22. Enhance recreation related marketing and promotion efforts and include information about financial assistance programs.	Short	
23. Through ongoing community engagement efforts, identify barriers to participation and address them as able.	Mid	
Understanding market demand		
24. Conduct a State of Recreation in the Camrose Region report every 5 years (at a minimum) including all engagement and research tactics found in the 2019 version	Mid	
25. Engage with other sectors (health, justice, education, social) to understand how issues and trends in each might impact recreation demand	Mid	
Delivering programs		
26. Dialogue with external program providers on an ongoing basis, sharing identified needs, and providing supports if required.	Short	
27. Provide direct program and offer opportunities through local government only if others are not able or willing to do so.	Mid	
Current focus areas		
28. Programs for seniors, both structured and drop-in, related to physical activity	Short	
29. Programs for adults focusing on physical activity	Short	
30. Programs for youth focusing on nature	Short	
31. Opportunities for youth to partake in unstructured “risky play”	Short	

Recommendation	Timing Short = 0-4 yrs Mid = 5-8 yrs Long = 9-12 yrs Future = 12+ yrs	Regional Collaboration Opportunity
Overall recreation infrastructure considerations		
32. Undertake feasibility analysis, using the triggers and guidelines outlined, before significant investment in recreation infrastructure is made.	Mid	
33. Establish and contribute to life cycle reserve funds for recreation facilities and spaces.	Short	
34. Consider the functional relevance of recreation facilities when following broader City and County asset management protocols and procedures.	Short	
35. Utilize the facility condition index approach when determining whether or not to reinvest in or replace existing facilities.	Mid	
36. Garner as much land for recreation purposes as possible in urban or high density rural areas.	Short	
37. Accept cash in lieu for reserve dedication in rural areas and use it to supplement land acquisition where it is needed most.	Short	
38. Work to acquire large enough tracts of land for recreation so that multi-amenity facilities and sites can be developed.	Long	
39. Consider the design and operating considerations presented when planning new or enhanced recreation facilities and spaces.	Short	
The future of recreation amenities in the region		
40. Consider decreasing service levels when significant capital investment is required for meeting rooms, dance program rooms, agricultural areas (outdoors), golf courses, tennis courts, outdoor recreation skating rinks (non-boarded), Skateboard parks and athletic grounds during feasibility planning unless enhanced benefit can be demonstrated in the community	Mid	
41. Maintain service levels for all other indoor and outdoor amenities	Short	
42. Continue with the enhancement and revitalization of the indoor pool	Short	
43. Begin planning for reinvestment in the existing curling rink	Mid	
44. Encourage consolidation of existing social banquet facilities throughout the region as investment is required	Mid	

In order to implement the recommendations presented, there are a number of City and/or County policies and further planning initiatives that may need to be developed or enhanced.

# Policy development

A number of policies will need to be revisited and / or developed. These policies include the following.

**Facility and Space Allocations** – to ensure that when groups or individuals are given exclusive access to publicly supported recreation facilities and spaces, allocation is conducted in a manner that optimizes and maximizes both use (direct benefit to some) and benefit (indirect benefit to all). This might mean basing allocations on “appropriate” levels of participation in certain activities, as defined by credible sources such as Sport 4 Life (and the principle of long term athlete development and physical literacy), or ensuring that both entrenched and new and emerging users can access facilities and spaces.

**User fees** – to garner desired levels of cost recovery from different types of users and to make sure that those who receive subsidies to access facilities, spaces, and services/programs help the City and/or County achieve its overarching goals for service provision. This would include insight as to not only how fees and charges are set, but also how frequently they should be revisited.

**Sponsorships** – to establish principles and parameters around the advertising, negotiation, and acceptance of sponsorship and advertising arrangements throughout City and County facilities and spaces, while respecting the integrity of publicly owned assets. Sponsorships will help the leverage public resources in an appropriate way.

**Partnerships** – to enable the City and/or County and potential partners to understand why partnerships are important in the provision of recreation as well as how and with who the local government may develop mutually beneficial relationships with. This will include insight related to partnerships between regional municipalities as well as arrangements between the City and County and private or non-profit program, opportunity, and/or facility/ space providers. Key rationale for engaging in partnerships, and the backbone of a policy around them, include the following:

- The partnership should achieve common goals / outcomes.
- The partnership should save money.
- The partnership should bolster community development and volunteerism.
- The involvement of the local government is necessary for the project or service to occur.

**Joint use planning agreements (JUPA)** – as mandated by the Modernized Municipal Government Act, to ensure that all aspects (joint use, maintenance, allocation of new sites, disposition of surplus sites, etc.) of the City and County relationships with local school authorities are addressed.

**Inter-municipal collaboration frameworks (ICF)** – as mandated by the Modernized Municipal Government Act, to ensure that the relationship between the City and County as well as the other municipalities the County shares boundaries with, related to recreation services is satisfactory to all parties involved.

**Public engagement** – to ensure the City and/or County have agreed to principles around public engagement, likely based upon credible sources such as the International Association of Public Participation (IAP2), outlining when, why, how, and with whom local government will consult with during different situations dealing with recreation services as well as all other municipal services.

## Tactical planning

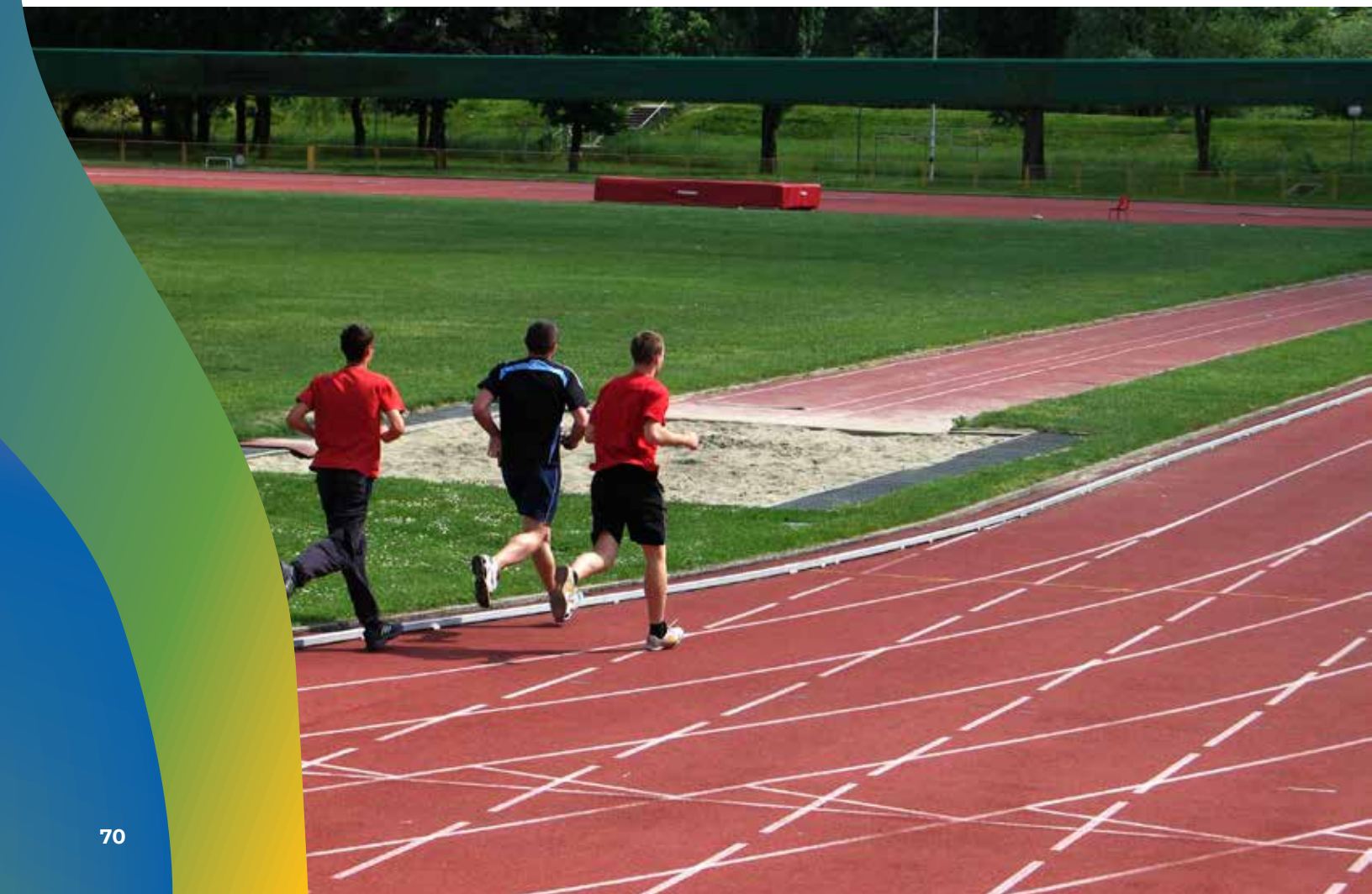
As indicated in previous sections, when major investment in recreation infrastructure (>\$1M) is being contemplated further, focused planning (feasibility study, site planning and/or infrastructure assessment) will be required. Key areas of focus are outlined below.

## Measuring success

Measuring successful implementation of this Regional Recreation Master Plan will be best accomplished through review of City and County activity related to the plan in two different ways. The first will be to report directly on the various recommendations provided herein, indicated whether or not each recommendation has been addressed, in whole or in part, in a simple “checklist” fashion.

The second way will be to measure broader recreation benefit related indicators, such as number of programs offered, number of participants, number of residents accessing financial assistance programs and broader community well-being indicators (i.e. crime rates, rates of activity related disease, measures of social cohesion, etc.). Obviously the latter would have to be measured in the context and with the help of efforts of local, provincial and federal government in other sectors.

The two ways of measuring success will need to be agreed to by County and/or City decision makers and related information gathered by respective administrators but it should be facilitated on an annual basis and reported on both internally (within the City and County) and externally (to the regional community).



# 9

## SUMMARY



Recreation is a valued public service in the Camrose Region. This value is demonstrated in the investment and effort both the City and County make in recreation facilities and services as well as the countless hours and dollars invested by volunteers and the non-profit and private sectors to provide recreation opportunities. These recreation opportunities enable residents and visitors of the region to be more active, healthier and more connected to each other and the community; there is significant benefits in the region that come from public investment in recreation facilities and services.

As with any other public services, review and analysis related to current and future recreation in the region is important to ensure that municipal focus is relevant and meeting the highest levels of community need possible. This Regional Recreation Master Plan is meant to provide such an analysis as well as recommendations as to how current benefit from recreation can be enhanced in the future.

The Master Plan outlines a vision and intended outcomes for public investment in recreation services for both the County and the City.



Furthermore it provide recommendations related to recreation service delivery (how recreation opportunities are provided), programs and opportunities (what recreation opportunities are available) and facilities and spaces (what types of recreation spaces are needed in the region now and into the future).

Key service delivery recommendations provide direction as to how to achieve the following. Addressing each of these areas will enhance the delivery system and lead to more benefits throughout the region.

- How and When to Partner
- How to Build Capacity
- How to Promote and Educate
- How to Position Recreation
- How to Measure

As it relates to specific programs and opportunities that warrant focus, the following types have been identified as priorities through engagement and research inputs:

- Programs for seniors, both structured and drop-in, related to physical activity
- Programs for adults focusing on physical activity
- Programs for youth focusing on nature
- Opportunities for youth to partake in unstructured “risky play”

In terms of facility and space recommendations, it is clear the region should focus on sustaining current service levels through reinvestment and/of replacement of existing facilities and spaces as opposed to building new ones and increasing service levels. As well, a few service areas have actually been identified for possible reduction should significant investment be required.

Another key feature of the Master Plan is the direction provided related to the relationship between the City and the County. Although many of the recommendations outlined herein are applicable to both the City and the County independently, there are also many that could be implemented together, collaboratively. Depending on the level of collaboration sought by decision makers, the future relationship between the City and the County could manifest itself in a regional recreation committee or board, joint program or service delivery initiatives and / or continued cost sharing relationships.

The region now has direction on how to approach the future of regional recreation services and facilities. Should some or all of the recommendations contained in this Master Plan be implemented, the benefits of recreation in the region will be enhanced and these valued services will continue to be enjoyed by residents and visitors for years to come!

# APPENDICES



# Amenity Prioritization Criteria

The following criteria and metrics were used to assess recreation amenity priorities. As new information becomes available, the amenity scoring may need to be revisited.

Criteria	Definition	Enhance	Maintain		Reduce	Weight
		3 Points	2 Points	1 Point	0 Points	
General Public/ Household Preference	Indications of both current utilization and opinion on future investment focus for the specific amenity as identified through the input of the general public and households. General public/household preference is ideally measured through controlled access and statistically reliable public surveys to ensure there are no biases towards specific interests or demographics.	Top quartile of the household survey amenity priorities	Second quartile in the household survey amenity priorities	Third quartile in the household survey amenity priorities	Bottom quartile in the household survey or not in scope	5
Organized User Group Preference	Indications of both current utilization and opinion on future investment focus for the specific amenity as identified through organized user group surveys, discussions, and other sources such as Council presentations or formal group submissions to the City and/or County.	Strong (wide spread support) indications of support from the majority of use groups and stakeholders	Moderate (multiple interest areas, not wide spread) indications of support from the majority of user groups and stakeholders	Indications of support from a few user groups or stakeholders	No indications of support from user groups and stakeholders	5
Utilization of Existing Amenities	Reported utilization (through reliable household surveys) and / or actual user/rental statistics related to how existing amenities in the City and/or County are being utilized and whether or not there are indications of excess demand.	Reported utilization is over 75% of the population and / or documented utilization is at or above 90% prime time/peak season capacity and / or there are indications of excess demand.	Reported utilization is between 50-75% of the population and / or documented utilization is between 70% and 90% of prime time/peak season capacity.	Reported utilization is between 10-50% of population and / or documented utilization is over 50% of prime time/peak season capacity.	Reported utilization is between under 10% of population and / or documented utilization is under 50% of prime time/peak season capacity.	5
Participation Trends	Local, regional, provincial, or national trends related to the amenity that may influence current and future public investment.	Responds strongly to expected trends and demographics shifts.	Responds moderately to expected trends and demographics shifts.	Responds minimally to expected trends and demographics shifts.	Does not respond to expected trends and demographics shifts.	3

Criteria	Definition	Enhance	Maintain		Reduce	Weight
		3 Points	2 Points	1 Point	0 Points	
Supply in the Region	An overview of both existing and planned inventories of the amenity within the Region.	Adds completely new recreation opportunity in the region	Adds completely new recreation opportunity in the City or County	Would significantly improve existing recreation opportunities in the region	Multiple amenities already provided in the region	3
Supply Compared to other Municipalities	An overview of how the Region compares to others regarding the provision/ quantity of publicly owned/ supported amenities related to the overall market population served.	The amenity is provided in other identified regions but not in the Camrose Region	The amenity is provided at a significantly lower rate in the Camrose Region as compared to the average of others	The amenity is provided at a moderately lower rate in the Camrose Region as compared to the average of others	The amenity is provided at a similar or better rate in the Camrose Region as compared to the average of others	2
Associated Costs and Financial Impact	Overall net cost impact of providing the amenity including capital and operating costs.	Low overall cost impact	Moderate overall cost impact	High overall cost impact	Not likely to be financially feasible	5
Partnership Opportunity	The ability for the City and/ or County to reduce public investment in an amenity through capital and/ or operational cost sharing with partners. Consider opportunities for partnership for both capital development and ongoing operation of the amenity.	Partnership opportunities exist in development and/ or operating that equate to 30% or more of the overall amenity cost	Partnership opportunities exist in development and/ or operating that equate to 10-30% of the overall amenity cost	Partnership opportunities exist in development and/ or operating that equate to up to 10% of the overall amenity cost	No potential partnership or grant opportunities exist at this point in time	3
Expected Economic Impact	Level of economic impact measured by direct injection into the local and regional economy as well as the impact on overall brand and image of the Region.	Has the potential to draw reoccurring non-local spending into the Region and catalyze provincial, national and/ or international exposure	Has the potential to draw reoccurring non-local spending into the Region	Has the potential to draw moderate non-local spending into the Region	Does not have the potential to draw any regular non-local spending into the Region	2

# Amenity Priority Scoring

The following scoring for indoor and outdoor amenity priorities was calculated based on information gathered in 2018. As new information becomes available, the scoring should be revisited.

## Indoor

Amenity	Factors to the Final Recommendation									Prioritization Score	Demand Indication
	General Public/ Household Preference	Organized User Group Preference	Utilization of Existing Amenities	Participation Trends	Supply in the Region	Supply Compared to other Municipalities	Associated Costs and Financial Impact	Partnership Opportunity	Expected Economic Impact		
Leisure swimming pools	3	2	0	2	1	0	1	0	0	39	Maintain
Courts/gymnasium spaces (e.g. including tennis, pickleball, basketball, etc.)	3	3	2	2	0	0	2	0	0	52	Maintain
Indoor child play spaces	3	1	0	3	2	0	2	0	0	39	Maintain
Lane swimming pools	3	1	0	1	0	0	1	0	1	23	Maintain
Indoor climbing walls	3	0	0	2	2	0	2	0	0	27	Maintain
Dedicated seniors activity spaces	3	1	0	1	0	0	2	0	0	23	Maintain
Dedicated youth activity spaces	2	2	0	1	0	0	2	0	0	23	Maintain
Fitness/wellness facilities (e.g. aerobics, strength training)	2	2	1	1	0	0	2	0	0	28	Maintain
Program spaces (multi-use, i.e. yoga, aerobics, etc.)	2	3	0	1	1	0	2	0	0	31	Maintain
Court sport spaces (e.g. racquetball/squash)	2	1	0	1	2	0	2	0	0	24	Maintain

Amenity	Factors to the Final Recommendation									Prioritization Score	Demand Indication
	General Public/ Household Preference	Organized User Group Preference	Utilization of Existing Amenities	Participation Trends	Supply in the Region	Supply Compared to other Municipalities	Associated Costs and Financial Impact	Partnership Opportunity	Expected Economic Impact		
Leisure ice skating spaces	2	0	0	1	2	0	1	0	0	19	Maintain
Multi-purpose sport spaces (e.g. cement pad for roller derby, lacrosse, etc.)	2	3	0	1	1	0	2	0	0	31	Maintain
Rifle/archery ranges	1	1	0	1	2	0	2	0	0	19	Maintain
Indoor track for fitness/jogging/walking	1	2	2	1	0	0	3	0	0	28	Maintain
Indoor sports fields (e.g. soccer)	1	3	2	2	2	0	1	0	1	42	Maintain
Indoor ice arenas	1	1	2	1	0	0	1	0	1	23	Maintain
Show/event facilities (e.g. concerts/trade fairs)	1	1	0	1	0	0	1	0	2	13	Maintain
Curling facilities	1	3	1	1	0	0	1	0	1	28	Maintain
Meeting spaces	0	2	0	1	0	0	3	0	0	13	Decrease
Dance program spaces	0	0	0	1	0	0	1	0	0	3	Decrease
Social/banquet facilities	0	1	1	1	0	0	2	0	1	13	Maintain
Community group office spaces	0	2	0	3	2	0	2	0	0	25	Maintain
Agricultural facilities (e.g. indoor riding arena)	0	0	0	2	1	0	1	0	2	9	Maintain
Combative sports spaces (e.g.judo, karate)	0	0	0	1	0	0	2	0	1	3	Maintain

## Outdoor

Amenity	Factors to the Final Recommendation									Prioritization Score	Demand Indication
	General Public/ Household Preference	Organized User Group Preference	Utilization of Existing Amenities	Participation Trends	Supply in the Region	Supply Compared to other Municipalities	Associated Costs and Financial Impact	Partnership Opportunity	Expected Economic Impact		
Outdoor water/spray parks	3	2	0	1	0	0	2	0	0	38	Maintain
Natural areas	3	1	0	2	0	0	3	0	0	35	Maintain
Support amenities (e.g. lighting, parking, seating, washrooms)	3	3	0	3	1	0	2	0	1	46	Maintain
Campgrounds (with services)	3	3	1	2	0	0	2	0	2	41	Maintain
Multi-use trails (non- mechanized)	3	3	3	2	0	0	3	0	0	51	Maintain
Outdoor swimming pools	3	1	0	1	3	1	0	0	1	34	Maintain
Picnic areas	3	1	0	2	0	0	3	0	0	26	Maintain
Outdoor bandstands/ amphitheatres	3	0	0	1	0	0	2	0	2	18	Maintain
Pickleball courts	2	3	0	3	1	0	2	0	0	37	Maintain
Ball diamonds	2	3	1	1	0	0	2	0	1	33	Maintain
Dog off-leash areas	2	0	1	2	0	0	3	0	0	21	Maintain
Playgrounds and tot lots	2	2	0	1	0	0	3	0	0	23	Maintain
Mountain bike parks	2	0	0	2	2	0	2	0	0	22	Maintain
Golf courses	2	0	0	1	0	0	1	0	1	13	Decrease
Hard surface courts (for basketball, ball hockey)	2	2	0	1	0	0	3	0	0	23	Maintain
Toboggan hills	2	2	0	2	0	0	3	0	0	26	Maintain

Amenity	Factors to the Final Recommendation									Prioritization Score	Demand Indication
	General Public/ Household Preference	Organized User Group Preference	Utilization of Existing Amenities	Participation Trends	Supply in the Region	Supply Compared to other Municipalities	Associated Costs and Financial Impact	Partnership Opportunity	Expected Economic Impact		
Cross country ski/ snowshoe trails	1	1	0	1	0	0	2	0	0	13	Maintain
Outdoor boarded hockey rinks	1	3	0	1	0	0	2	0	0	23	Maintain
Tennis courts	1	0	0	1	0	0	2	0	0	8	Decrease
Passive park spaces	1	0	0	3	0	0	3	0	0	14	Maintain
BMX bicycle parks	1	0	0	1	2	0	2	0	0	14	Maintain
Artificial turf fields	1	3	0	2	3	2	0	0	1	39	Maintain
Motorized trails	1	0	0	1	2	0	2	0	1	14	Maintain
Rectangular grass fields (for rugby, football, soccer)	1	1	1	1	0	0	2	0	1	18	Maintain
Outdoor recreation skating rinks (non boarded)	0	0	1	1	0	0	2	0	0	8	Decrease
Disc golf courses	0	1	0	2	2	0	3	0	0	17	Maintain
Beach volleyball courts	0	0	0	1	0	0	3	0	0	3	Decrease
Agricultural areas (i.e. equestrian areas)	0	0	0	2	0	0	2	0	2	6	Decrease
Skateboard parks	0	0	0	1	0	0	2	0	0	3	Decrease
Athletic grounds (track and field)	0	2	0	1	0	0	2	0	0	13	Decrease
Event grounds for special events	0	3	0	2	0	0	3	0	2	21	Maintain



