

# Approach to Community Recreation Facility Planning In Edmonton

CREATING VIBRANT COMMUNITY PLACES.

# Current State Report

Current State of Community and  
Recreation Facilities Report

April 2018

Edmonton



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# Glossary of Terms and Definitions

Identified as follows are definitions of commonly used words, terms and acronyms that are used throughout this report document. Where required, footnotes are also provided throughout the document to expand on or further define key words or terms.

## 2005 – 2015 RFMP

Refers to the 2005 – 2015 Recreation Facility Master Plan.

## 2020 – 2040 CRFMP

Refers to the 2020 – 2040 Community and Recreation Facility Master Plan.

## Amenity

A recreation amenity is a specific component within a recreation facility or space.

## City

The "City" refers to the City of Edmonton corporation.

## Community Hubs

A community hub or site is an accessible and inclusive public amenity such as a multi-purpose building, vibrant community space or place such as a plaza, green space, or street. Community hubs seek to optimize the use of public assets, are designed to encourage public social gatherings and provide spaces for people to congregate and connect in both planned and incidental ways. Broadly defined, community hubs are public spaces that strengthen citizens' sense of place and connectedness.

## Community organization

A non-profit community group with a mandate to provide a program or service to a specific area of the city and/or the entire city.

## Direct provision

Recreation opportunities/services that are delivered by the City of Edmonton.

## Facility

A recreation facility is a publicly accessible venue for recreation activity to occur; a recreation amenity can include any combination of recreation amenities.

# Glossary of Terms and Definitions

## Indirect provision

Recreation opportunities/services that are delivered by partner organizations and supported in some manner by the City of Edmonton.

## Non-profit sector provision

Recreation opportunities that are provided by non-profit sector or by non-profit community organizations and that do not have a formal relationship with the City of Edmonton.

## Partner organization

An organization that has a formalized relationship with the City of Edmonton to provide recreation opportunities. These organizations can include both the public sector (e.g. non-profit organizations, education sector) or private sector.

## Private sector provision

Recreation opportunities that are provided by private sector, for profit entities and that do not have a formal relationship with the City of Edmonton.

## Provision

The delivery of recreation opportunities/services.

## Recreation

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing. It is recognized that this is a provincially mandated service of the City of Edmonton.

## Regional Municipality

Refers to a municipality (urban or rural) in the Edmonton Capital Region.

## Site

Refers to the overall location that hosts associated recreation infrastructure.



# Executive Summary

The information contained in this report document provides insight into the current state of City provided recreation services in Edmonton as well as the broader recreational landscape in the city, region, and beyond. This document also provides context on previous planning that has been undertaken by the City and identifies a number of broader planning influences, trends and leading practices that will be important to consider in the development of the 2020-2040 CRFMP.

In summary, identified below are a number of research themes and summary statements for further analysis during Phase 3 of the project (Gap Analysis and Needs Assessment).

*These research themes and summary statements have been developed based on the key findings and considerations identified in this report.*

## SWOT Summary

This summary highlights key external and internal forces/variables impacting the recreation provision in Edmonton.

### Opportunities

*Based on trends in the external environment, the City should take advantage of the following opportunities.*

- **Growing, diverse population.** Ensure that recreational amenities and the delivery of recreation programs and services address the unique needs of growing diverse population (specifically Indigenous residents and immigrants from outside of Europe and North America), as well as seniors.
- **Non-traditional households.** Ensure that recreational amenities and the delivery of recreation programs and services address the needs of diverse family and household types (including those with two or fewer people living in them, single parent, or multi-generational households).
- **Recreation first.** Align the new CRFMP with the provision of participation and wellness based recreation foremost and subsequently ensuring that adequate sport opportunities are available.
- **Partnerships.** Partnerships are a key aspect of the provision of recreation facilities in Edmonton. Opportunities exist for leveraging partnerships to effectively optimize available resources. For instance, consider how to best leverage the Community Facility Partner Capital Grant program as an opportunity to help meet future recreation needs.
  - » Partnerships continue to be critical in the provision of recreation opportunities, and the City should, where appropriate, form partnerships that can enhance service levels and more efficiently leverage public funds.
  - » New partnerships should be explored to facilitate the provision of recreation spaces and places.
  - » The role of private sector partners in the development, delivery and maintenance of recreation places and spaces in Edmonton should be examined.

# Executive Summary

- **Regional development.** The nearest concentration of recreation facility assets (outside of Edmonton's boundaries) can be found in SE and NW quadrants of the city first, followed by NE quadrant.
  - » Examine Capital Region amenity opportunities to help address future growth in some suburban neighbourhoods.
  - » Consider future developments being planned in surrounding communities to help leverage support for rapid growth in outlying regions of the city.
- **Increase participation with children and youth.** Recognize the low physical activity among children and youth (5 to 17 years) as an opportunity to help increase participation in recreation and as an opportunity to increase market share by tailoring City's programming, facility design or through improving accessibility.
- **Non-recreational infrastructure opportunities.** Take into account opportunities to build recreational opportunities into the City's "non-recreational" infrastructure and facilities.
- **Multi-use facilities and non-traditional innovations.** The City, just like other cities across the world, should be looking to "push the envelope" and challenge traditional thinking about the types of amenities and components that might be clustered in recreation facilities. The City should also challenge traditional thinking about the provision of bricks and mortar type facilities in the offering of recreation services.
- **Data analytics.** Ensure the continued use of data in recreation service provision, as the collection of information, is becoming more important in the decision-making process at both the operational and strategic levels.

## Threats

*Based on trends in the external environment, the City should consider the following threats.*

- **Increasing urban population.** The population of the greater Edmonton region is expected to continue to grow. This growth should be accommodated not only by addressing the recreation needs of residents in developing neighbourhoods but also in mature neighbourhoods located around downtown.
- **Spontaneous use facilities.** Recognize that while structured recreation remains important, there is an increasing demand for spontaneous/unstructured opportunities. Ensure fair and equitable access to spontaneous use opportunities, and a balanced facility planning approach for meeting structured and spontaneous use.
- **Adaptability of facilities.** Recognize that recreation consumers in Edmonton have an array of interests, motivations, and demand more tailored activities. Therefore, recreation facilities will need to have the ability to continuously adapt to changing interests and activity preferences in recreation provision.
- **Older adult and intergenerational considerations.** Ensure that facility design takes into consideration the fact that older adult populations are diverse with evolving needs, attitudes, and preferences. These intricate needs may require that the City balance the provision of dedicated facilities with those that are intended to be intergenerational.

# Executive Summary

- **Growth of private and not-for profit sector recreation.** Acknowledge that the City continues to hold a leading market-share position in the recreation provision market. However, private sector and not-for-profit market-share is growing and is significant. As a result, the City should consider capital partnership opportunities with the private sector where appropriate or where interests align. The City should also consider dedicated use space opportunities as means of maintaining market-share (for example: yoga studio/space & atmosphere).
- **Barriers to participation.** As in any large urban centre, a number of potential barriers exist which may limit opportunities and participation for some residents. These barriers include: time constraints, affordability, interest levels, awareness of opportunities, and physical and social factors. As such, the City should continue to utilize a combination of tactics to help reduce barriers to recreation (for instance: direct and indirect recreation provision, partner organizations, facility design, site locations, a variety of amenities and services).
- **Declining ice arena utilization.** Ice arena facility utilization remains over 90% of available capacity. However, data indicates that there has been a slow trend downwards in the utilization of City arenas (from 97% of capacity in 2012 to 93% of capacity in 2016).
- **Capacity of partners.** Partners—especially local neighbourhood based organizations—have limited capacity to be able to provide recreation infrastructure and programming due to costs, land availability and lack of funding.

## Strengths

*Based on internal organizational capability and strengths, the City should consider the following opportunities.*

- **Classification system.** The Recreation Facility Continuum developed for the 2005 – 2015 RFMP provided a classification system for recreation facilities that outlined service areas as well as general facility and amenity characteristics.
- **Achievement of capital priorities.** The City has successfully achieved a number of capital project priorities outlined in the 2005 – 2015 RFMP and subsequent facility planning documents.
- **Facility Development Principles.** Recreation facility projects have been guided by Facility Development Principles, developed for the 2005 – 2015 RFMP and expanded in the 2009 update.
- **Alignment with infrastructure strategy.** The City is currently developing an Asset Management Policy and Strategy, which can be leveraged to achieve the new CRFMP vision and goals.
- **Alignment with provincial and national planning frameworks.** Recognize that the current Provincial and National Planning Frameworks and Policy Documents with a focus on recreational component have the strongest alignment with the new CRFMP vision and goals.
- **Alignment with leading practices in recreation facility provision.** The City is well aligned with most leading practices in recreation facility provision, including: a focus on multi-use spaces, integrating indoor and outdoor spaces, and the provision of social amenities. Ensure these leading practices guide existing facilities and amenities where applicable.
  - » On per capita basis, Edmonton leads in the provision of artificial turf fields, baseball diamond, field houses, rectangular sportsfields, multi-use and combo sportsfields, and indoor aquatic facilities compared to other cities in Canada. The City should consider the utilization rates, demand, and additional analysis of such facilities before developing more of these facility types.

# Executive Summary

- **Social inclusion.** Continue to recognize that social inclusion is a key focus for many public sector recreation service providers, and that recreation will continue to be utilized as an important social inclusion mechanism as it provides a means of bringing together residents of different backgrounds.
- **Current recreation asset inventory.**
  - » **City.** The City is responsible for directly providing (operating) a significant inventory of recreation assets, with a replacement value exceeding over \$1B dollars.
  - » **Region.** The broader inventory of recreation facilities in the region is extensive and includes 89 arenas, 34 pools and 36 recreation centres. This broad range of recreation facilities provides flexibility in addressing current and future demand while ensuring accessibility.
- **Increase in aquatic facility visits.** City aquatics facility visits increased in 2015 after remaining relatively stable for the previous 3 years. Key factors in this increase was the re-opening of aquatics facility at the Clareview Community Recreation Centre and the opening of the Meadows Community Recreation Centre (both opening occurred in 2014).

## Weaknesses

*Based on internal organizational capability and weaknesses, the City should consider the following opportunities.*

- **Affordable access to recreation in the City Centre North.** Recognize that the City of Edmonton has a disproportionately high rate of low income in mature neighbourhoods around downtown, compared to the suburban communities, making access to recreation increasingly important for residents near downtown core and near the City Centre North.
- **Recreation facility design.** In general, recreation facilities have previously been designed with a certain limited demographics of the user in mind. This demographic is not representative of all residents.
- **Deficiency with cricket pitches, curling rinks, ice arenas, outdoor pools.** On per capita basis, Edmonton lags in the provision of cricket pitches, curling rinks, ice arenas, and outdoor pools compared to other cities. The City should consider the utilization rates, demand, and additional analysis for such facilities before considering building more of these facility types.
- **Aging infrastructure.** City-operated arenas and pools are on average approximately 40 years old. Many of these facilities have gone through refreshment/renovation/expansion over the past two decades. The City should consider the importance of balancing renewal and growth priorities of its assets. For instance, consideration should be given to additional opportunities for coordination with adjacent projects, partnerships, and utilization of other existing City assets (within proximity) to help respond to these aging facilities in a manner that addresses current and future recreational needs/demand.

## 01

# Introduction

## Included in this section:

- Project purpose and methodology.
- Overview of this report in the context of overall project deliverables.
- Overview of the previous Recreation Facility Master Plan 2005 – 2015 (including the 2009 update).

## Project Overview and Methodology

The City of Edmonton is developing a Community and Recreation Facility Master Plan (CRFMP) to help the City manage community recreation facility planning and provision from 2020 – 2040. The City last developed a comprehensive RFMP in 2005, which guided investment into existing and new recreation facilities by the City and its partners. The 2005 – 2015 RFMP included a five year update in 2009. In December 2016, the City issued a Request for Proposal to procure consulting services to work with the City to develop the new 2020-2040 CRFMP. RC Strategies+PERC was retained in January 2017 to complete the scope of work. A Steering Committee and Working Group consisting of individuals from a number of different City departments and functional areas was established to provide guidance to the consulting team and review key documents and deliverables.

The new 2020 – 2040 CRFMP will identify new priorities and service level targets, as well as outline an overall philosophic direction. This level of strategic planning is critical, as the city continues to grow and diversify. The plan ensures a common roadmap exists to guide decision making and other future planning activities.

The following graphic illustrates the distinct phases and document deliverables that will ultimately culminate in the development of the 2020 – 2040 CRFMP. As reflected in the graphic, this Current State Report (review of background documentation and research) and the “What We Heard” Report (engagement findings) will inform the development of a Facility Model. The Facility Model will then identify needs and gaps to be addressed in the 2020 – 2040 CRFMP.



This Current State Analysis Report is intended to encapsulate the research and background information that provides context and insight into the current recreational landscape in Edmonton. Included in this document is information gathered from a number of sources, including:

- City planning and strategy documents;
- External local, regional, provincial and national sources;
- Global recreation trends and practices.

*Note: Provided in the appendices is a listing of previous research that has been reviewed and used to inform this document. Information has also been gleaned from previous City study documents and research available to the consulting team (as referenced through this document).*

The information contained in this report will be used along with engagement findings, needs assessment, and research and analysis inputs to inform the 2020 – 2040 CRFMP. The following graphic further illustrates the purpose of this document in relation to the development of the 2020 – 2040 CRFMP.

## 02

# Summary of the 2005 – 2015 Recreation Facility Master Plan

## Included in this section:

- Overview of the 2005 – 2015 RFMP and 2009 update.
- Identification of other planning documents and initiatives that emanated from the 2005 – 2015 RFMP.
- Key infrastructure milestones resulting from the 2005 – 2015 RFMP.

This section provides an overview of the City's 2005 - 2015 RFMP, the subsequent work that was developed in order to implement and refresh the document, and an overview of resulting key infrastructure milestones. Understanding the key aspects, structure and impacts of the 2005 – 2015 RFMP is an important input to the development of the new CRFMP.

## Summary Highlights and Key Findings

- The Recreation Facility Continuum developed for the 2005 – 2015 RFMP provided a classification system for recreation facilities that outlined service areas as well as general facility and amenity characteristics.
- The City has successfully achieved a number of capital project priorities outlined in the 2005 – 2015 RFMP and subsequent facility planning documents.
- Recreation facility projects have been guided by Facility Development Principles, developed for the 2005 – 2015 RFMP and expanded in the 2009 update.

## Overview of the 2005 – 2015 RFMP

Finalized in 2004, the 2005 – 2015 Recreation Facility Master Plan had the stated objective of providing a comprehensive strategy for public recreation facilities (identified as a key action step of the City's Integrated Service Strategy). Similar to the current situation, Edmonton was facing a period of growth and evolving community needs, dynamics and preferences for recreation and related opportunities. The 2005 – 2015 RFMP provided direction on the identification of project priorities for physical infrastructure, required investment, and geographic service levels, with limited direction on the animation of recreation facilities.

Critical to setting a strategic context and foundation for the 2005 – 2015 RFMP priorities and recommendations was the development of a Recreation Facility Continuum and Recreation Facility Principles. The strategic intent of these two elements was as follows:

### Recreation Facility Continuum

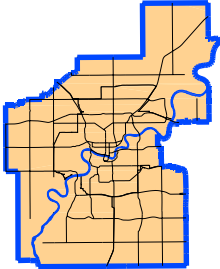
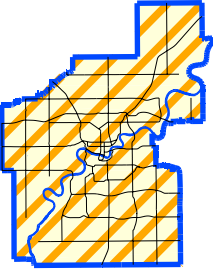
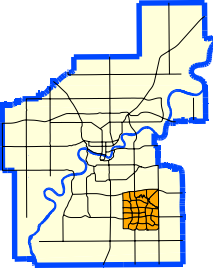
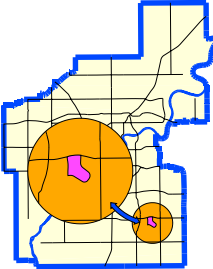
Classification system for recreation facilities that outlined service areas and characteristics.

### Recreation Facility Principles

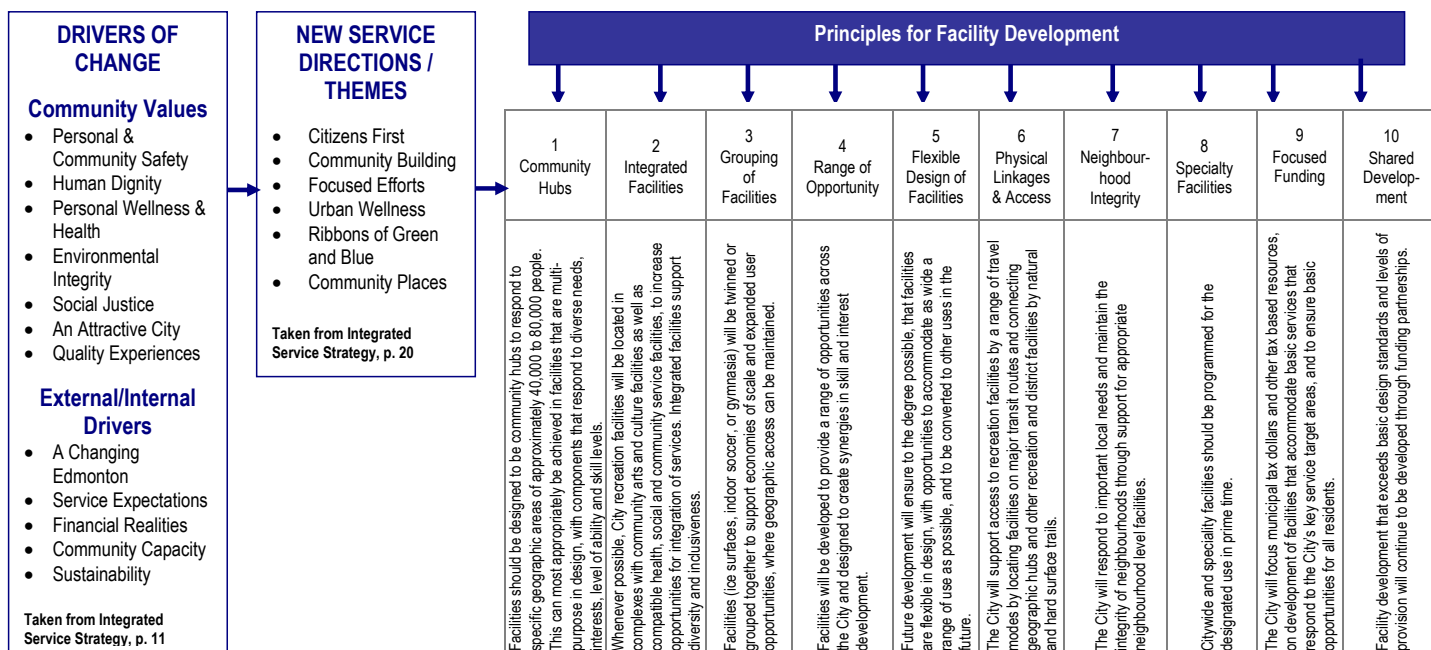
Guiding principles (and associated rationale) to drive the planning and development of future recreation facilities.

## The Recreation Facility Continuum

Figure 1.2: Recreation Facility Continuum

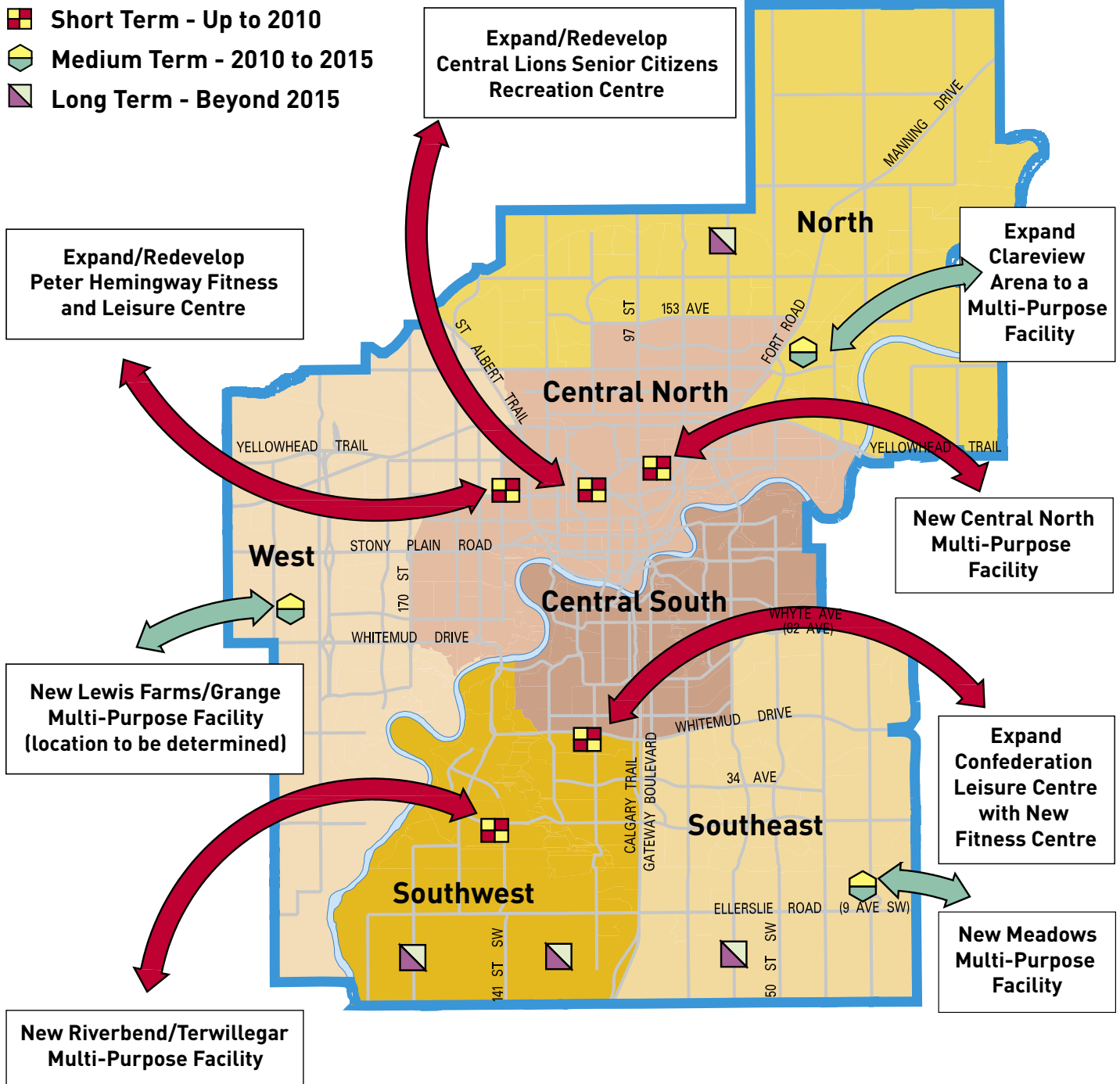
	CITYWIDE FACILITIES	SPECIALTY FACILITIES	DISTRICT FACILITIES	NEIGHBOURHOOD FACILITIES
<b>Service Level/Population</b>	over 600,000	150,000 to 200,000	40,000 to 80,000	under 20,000
<b>Geographic Service Area</b>				
<b>General Characteristics</b>	<ul style="list-style-type: none"> <li>◆ Highly specialized.</li> <li>◆ Designed for competitive or large spectator use.</li> <li>◆ Serve the entire city, and often have a regional or national focus.</li> <li>◆ Responds to organized and formal activities and interests.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Targeted activities and specialized interests.</li> <li>◆ May be one or a few of a particular type of facility depending on market demand.</li> <li>◆ Respond to specific markets and organized/structured groups.</li> </ul>	<ul style="list-style-type: none"> <li>◆ High market demand.</li> <li>◆ Provides for a continuum of skill levels from introductory to advanced.</li> <li>◆ Can accommodate local competition but designed with recreational use in mind.</li> <li>◆ Respond to organized and informal interests.</li> </ul>	<ul style="list-style-type: none"> <li>◆ High local demand.</li> <li>◆ Developed through partnerships with Community Leagues and the School Boards (through the Joint Use Agreement).</li> <li>◆ Respond to local needs.</li> </ul>
<b>Acceptable Travel Time</b>	<ul style="list-style-type: none"> <li>◆ walking / biking</li> <li>◆ public transit</li> <li>◆ private vehicle</li> </ul>	<ul style="list-style-type: none"> <li>◆ over 30 minutes</li> <li>◆ over 30 minutes</li> <li>◆ over 20 minutes</li> </ul>	<ul style="list-style-type: none"> <li>◆ 20 - 30 minutes</li> <li>◆ 20 - 30 minutes</li> <li>◆ 15 - 20 minutes</li> </ul>	<ul style="list-style-type: none"> <li>◆ 15 - 20 minutes</li> <li>◆ 15 - 20 minutes</li> <li>◆ 10 - 15 minutes</li> </ul>
<b>Examples of Facility Components</b>	<ul style="list-style-type: none"> <li>◆ 50m competitive pool with spectator seating over 1,000</li> <li>◆ Ski facility</li> <li>◆ Major spectator stadium</li> <li>◆ Major heritage or entertainment site</li> </ul>	<ul style="list-style-type: none"> <li>◆ Multi-court gymnasium</li> <li>◆ Indoor skatepark</li> <li>◆ Multi-pitch indoor soccer centre</li> <li>◆ A theatre or performance facility with seating under 1,000</li> </ul>	<ul style="list-style-type: none"> <li>◆ Indoor leisure pool</li> <li>◆ Arena</li> <li>◆ Leisure ice</li> <li>◆ Gymnasium</li> <li>◆ Fitness facility</li> <li>◆ Multi-purpose space (e.g., arts, culture, social, meeting)</li> </ul>	<ul style="list-style-type: none"> <li>◆ Community League hall</li> <li>◆ School gymnasium</li> </ul>

## Recreation Facility Development Principles





The 2005 – 2015 RFMP culminated in short, medium, and long term facility priorities along with 50 recommendations pertaining to specific facilities and infrastructure areas. The following image illustrates the recommendations pertaining to multi-purpose recreation facilities as identified in the 2005 – 2015 RFMP.



## 2009 RFMP Update

In 2009, an update to the 2005 – 2015 RFMP was conducted to ensure that the strategic directions were still relevant given the continued growth of the city. The update also provided the opportunity to revisit recommendations, principles and other strategic components of the Master Plan. The update was conducted through engagement with stakeholders and an assessment of work completed over the previous four years. At the time of the update, the City had made progress implementing 45 of the 50 original recommendations as illustrated in the following graphic<sup>1</sup>.

	Short Term	Medium Term	Long Term	Total
<b>Not yet started</b>	1	-	1	2
<b>Underway</b>	13	5	-	18
<b>Completed/ongoing</b>	25	2	-	27
<b>Not realized, or being reconsidered</b>	3	-	-	3
<b>Total</b>	<b>42</b>	<b>7</b>	<b>1</b>	<b>50</b>

The 2009 update outlined eleven (11) overarching recommendations to enhance the 2005 – 2015 RFMP:

1. Continue application of facility development principles;
2. Five new recreation facility development principles be adopted;
3. Continue application of the facility development continuum;
4. Review land allocation processes and explore new land acquisition opportunities;
5. Apply new facility timing considerations;
6. Apply the new "Indoor Aquatics Framework";
7. Apply the new "Facility Trigger Framework";
8. Adopt a new Community Facility Service framework;
9. Review the scope of facilities included in future Recreation Facility Master Plans;
10. Confirm operating models and operating impacts prior to capital budget approval; and
11. Implement an enhanced communication plan.

<sup>1</sup> From the 2009 RFMP update.

The 2009 update also identified an additional five (5) Facility Development Principles (see page 4 of this document for the original 10 Principles).

#### Principle 11

Long Term Operational Requirements: Facilities will be designed, programmed and maintained with regards to future operating cost impacts, health and safety concerns, and facility life cycle replacement opportunities.

#### Principle 12

Environmental Responsibility: Facilities will be designed and maintained with respect to protecting and improving our environment through adherence to regulations and implementing new standards of excellence

#### Principle 13

Regional Integration: The full range of development and future plans that occurs in surrounding municipalities will be considered so that a more integrated approach to regional services delivery is taken.

#### Principle 14

Civic Pride & Beauty: Facilities along with their supporting landscaping requirements will be designed with regards to their aesthetic qualities in order to contribute to the overall aesthetics of the community.

#### Principle 15

Linking with Education: The City will seek opportunities to work in cooperation with educational institutions (i.e., school boards, colleges and universities) to provide public recreational opportunities.

## Additional Plans Emanating from the 2005 – 2015 RFMP & 2009 Update

The 2005 - 2015 RFMP and the subsequent 2009 update provided strategic direction and context for the City to undertake additional planning into more specific areas of recreation infrastructure in order to further refine priority areas and/or investigate potential strategic approaches. The following chart summarizes these planning documents that have their origin in the 2005 – 2015 RFMP and/or the 2009 update.

Document Title and Year	Overview
Medium Term Recreation Facility and Sports Field Plan (2007)	Developed to further identify and refine facility and sport field priorities in District Activity Parks in three areas of the city: Northeast (Clareview), Southeast (Meadows), and West areas of the city. The Strategy recommended eight (8) medium term projects in these areas.
2009-2015 Artificial Turf Plan (2008)	Set forth a plan of action for artificial turf field provision in the city. Recommended five (5) projects between 2009 and 2015 with the objective of increasing artificial turf field provision from 3 to 12. The document also identified principles (rationale) for artificial turf field development and location priority criteria.

Document Title and Year	Overview
Outdoor Aquatics Strategy 2008 – 2017 (2006)	The goal of the Outdoor Aquatic Strategy was to guide the City's involvement in providing, developing and managing outdoor aquatic amenities and facilities in Edmonton for a period of ten years. A variety of outdoor aquatics amenities were in-scope, including spray decks/parks, wading pools, outdoor pools, swimming lakes, urban beaches, and fountains. The document recommended a range of projects which included rehab to existing facilities and new capital development projects. Of the estimated capital cost range (\$84 - \$130 M in 2007 dollars), 40% was allocated for rehabilitation and 60% for new development projects.
10-Year Arena Capital Development Strategy 2009 – 2019 (originally developed in 2007, updated in 2013)	The Strategy provides an analysis of existing arenas and defines community priorities for future arenas with a citywide perspective that considers the total inventory and demands. The updated Strategy (2013) indicated that the 29 City operated ice arenas (as of 2013) in Edmonton will need to be expanded to 34 by 2019 in order to meet growth.
10-Year Gymnasium Strategy 2013 – 2023 (2012)	The 10-Year Gymnasium Strategy was developed to guide the best use and future planning of all City gymnasiums. The Strategy included a look at both City and partner operated gymnasium spaces and the identification of how to best address needs for spontaneous use, City programming and facility booking needs (by user groups). The Strategy utilized a number of inputs including trends and leading practices. The Strategy culminated in ten (10) recommendations, each with a series of actions. The recommendations and associated actions included future design principles and standards, program alignment (ensuring programs are matched with the most appropriate type of gymnasium), and pricing rationale.
Seniors' Centres Plan 2011 – 2021 (2011)	<p>The Plan assessed the current situation related to seniors' centres in the city and outlined anticipated needs based on current provision (existing facilities), demographic characteristics and trends/changes in seniors programming needs. The Plan culminated in nine recommendations. Short term recommendations included retrofit/redevelopment of existing facilities, the need for an expanded facility in Mill Woods and extended hours of operation at existing senior's centres.</p> <p>* In 2017, the City published a research document titled "Seniors Centres of the Future". This project provided additional research context and reviewed provincial, national and local documentation that had been developed since the Seniors' Centres Plan was developed in 2011.</p>
Medium Size Stadium Strategy (2014)	The Medium Size Stadium Strategy defines the triggers for development, the capital requirements, and operating and potential business models, of a new outdoor stadium venue that includes 5,000 to 10,000 seats with an artificial rectangular turf field.
Enhancing Community Facility Services through Partnership (2009)	The policy statement defines the City will actively encourage and support public recreation and leisure partnership opportunities for Community Facility Services that may include capital development, operations and programming.

*Note: Provided in the appendices is an overview of other planning documents developed for recreation, other related community services areas and overarching City strategic planning that guides the overall organization.*

## Infrastructure Milestones

The 2005 – 2015 RFMP and documents emanating from it guided the City in the development of numerous capital projects over the past decade, which has included both new facility development as well as major redevelopment and expansion projects to existing facilities. The following chart summarizes these major recreation facility projects and key partnerships.

Project	Description	Year Completed	Planning Document Origin
Indoor			
Multi-Purpose Recreation Facilities			
Terwillegar Community Recreation Centre	New facility, includes aquatics area (leisure aquatics, 50 metre pool, dive tank, hot tub, steam room), fitness centre, gymnasium space, ice sheets and program space (multipurpose rooms, kids den, indoor playground, leasing space)	2011	<ul style="list-style-type: none"> <li>• 2005 – 2015 RFMP</li> <li>• Terwillegar Park Concept Plan (2005)</li> </ul>
Commonwealth Community Recreation Centre	Retrofit and expansion of existing facility. Addition of aquatics, replacement of fitness centre, indoor artificial turf field and multipurpose program spaces. Partnership with Edmonton Eskimos for the indoor artificial turf field.	2013	<ul style="list-style-type: none"> <li>• 2005 – 2015 RFMP</li> </ul>
Clareview Community Recreation Centre, Library and Park, Artificial Turf Field	Redevelopment and expansion of existing facility. Addition of aquatics, fitness centre, gymnasiums, multicultural centre, and program spaces (multipurpose rooms, indoor playground, leasing spaces). Development of park, artificial turf field and replacement of skateboard park. Partnerships with Edmonton Public Library for community library and Catholic School Board for academic centre.	Late 2014	<ul style="list-style-type: none"> <li>• 2005 – 2015 RFMP</li> <li>• Medium Term Recreation Facility and Sports Field Plan (2007)</li> <li>• Artificial Turf Plan</li> </ul>
The Meadows Community Recreation Centre, Library, and Park	New facility development includes aquatics, indoor and outdoor ice, fitness centre, program spaces (multipurpose rooms, kids den, indoor playground, leasing space). Partnerships with Community League for space and Edmonton Public Library for community library.	Late 2014	<ul style="list-style-type: none"> <li>• 2005 – 2015 RFMP</li> <li>• Medium Term Recreation Facility and Sports Field Plan (2007)</li> </ul>
Saville Community Sports Centre West	New facility development in partnership with both post-secondary and non-profit partners including multi-purpose gymnasium space.	2010	
St. Francis Xavier Sports Centre	New facility development, includes 3 full-size gymnasiums, fitness centre, and jogging/walking track in partnership with Edmonton Catholic School Board.	2010	<ul style="list-style-type: none"> <li>• Medium Term Recreation Facility and Sports Field Plan (2007)</li> </ul>

Project	Description	Year Completed	Planning Document Origin
Indoor			
Indoor Ice Arena			
Community Arena (at Rogers Place)	Development through partnership with the Oilers Entertainment Group.	2016	
Bill Hunter Arena	Redevelopment project	2006	• 10 Year Arena Capital Development Strategy
Castle Downs Arena Renewal	Redevelopment project	2018	
Leisure Centre/Indoor Aquatics Facility			
Bonnie Doon Leisure Centre	Redevelopment	2018	• 2005–2015 RFMP • Medium Term Recreation Facility and Sports Field Plan (2007)
Jasper Place Fitness and Leisure Centre	Redevelopment	2018	• 2005–2015 RFMP • Medium Term Recreation Facility and Sports Field Plan (2007)
Seniors Centre			
Central Lions Seniors Centre	Expansion and redevelopment. Included addition of a health and wellness centre.	2008	• 2005–2015 RFMP • Seniors' Centres Plan 2011 – 2021
Mill Woods Senior and Multicultural Centre	Development of a new seniors centre, programming space and community hub in conjunction with the Mill Woods Library renovation.	2015	• 2005–2015 RFMP • Seniors' Centres Plan 2011 – 2021
Other			
Alfred H Savage Centre	Development of a multi-purpose program and support facility in Whitemud Park.	2012	
Victoria Pavilion	Redevelopment and expansion of the support building in Victoria Park, adjacent to the park space and outdoor skating oval. Includes support amenities (washrooms, change areas) and program spaces. Partnership with Edmonton Speed Skating Association.	2016	
John Fry Pavilion and Park Redevelopment	Redevelopment and expansion of the park and support building at John Fry Sports Park, adjacent to ball diamonds, includes support amenities public washrooms, change rooms, and concession.	2015	• John Fry Sports Site Master Plan 2008

Project	Description	Year Completed	Planning Document Origin
Outdoor			
Sports Fields (Major Projects)			
Ivor Dent Sports Park	Sports park development in Partnership with Edmonton Minor Soccer Association, Nor'Wester Athletic Association, Club Soccer (KC Trojans and South West United SC), Punjabi United Sports & Heritage Association.	2014	<ul style="list-style-type: none"> <li>Multi-tournament Recreation Site Master Plan</li> </ul>
Clareview Artificial Turf Field	New artificial turf field development.	2014	<ul style="list-style-type: none"> <li>Medium Term Recreation Facility and Sports Field Plan (2007)</li> <li>Artificial Turf Plan</li> </ul>
Mill Woods Community Artificial Turf and Pavilion	New artificial turf field development. Pavilion to support field	2014	<ul style="list-style-type: none"> <li>Mill Woods Sports Site Master Plan (2008)</li> <li>Artificial Turf Plan</li> </ul>
Jasper Place Bowl	Change from natural turf to artificial turf	2010	<ul style="list-style-type: none"> <li>Artificial Turf Plan</li> </ul>
Jasper Place Bowl Grandstand Replacement	Replacement of spectator grandstand, change rooms, public washrooms and concession.	2018	
Rollie Miles Athletics Track	Renewal of Athletics Track and Field Amenities	2014	
Clarke Field	Renewal of artificial turf field	2014	
Outdoor Aquatics			
Fred Broadstock Outdoor Pool	Redevelopment	2010	<ul style="list-style-type: none"> <li>Outdoor Aquatics Strategy 2008 – 2017 (Policy C534) (2008)</li> </ul>
Queen Elizabeth Outdoor Pool	Move facility location and redevelopment of facility	2011	<ul style="list-style-type: none"> <li>Outdoor Aquatics Strategy 2008 – 2017 (Policy C534) (2008)</li> </ul>
Borden Natural Swimming Pool	Full redevelopment of facility	2018	<ul style="list-style-type: none"> <li>Outdoor Aquatics Strategy 2008 – 2017 (Policy C534) (2008)</li> </ul>
Other (Partner)			
Don Wheaton YMCA	Development of a new multi-purpose recreation facility in the downtown core. Includes aquatics, fitness and gymnasium space.	2007	
Saville Community Sports Centre	New development with 12 gymnasiums and gymnastic centre with capital contributions from all three levels of government on South Campus of the University of Alberta. In partnership with University of Alberta,	2011	

Project	Description	Year Completed	Planning Document Origin
Outdoor			
Victoria Park Speed Skating Oval	Redevelopment of the Victoria speed skating oval.	2016	
Edmonton Soccer Centre: South Expansion	Expansion of South Soccer Centre to add two additional fields in partnership with Edmonton Soccer Association currently in design.	2020	
Whitemud Equine Centre Riding Arena	Development of a replacement equine riding arena and redevelopment of outdoor riding rings in partnership with the Whitemud Equine Learning Centre Association	2017	
Snow Valley Ski Club and Rainbow Valley Campground	Development of a new campground office to support the Rainbow Valley Campground and visitors to Rainbow Valley Park.	2016	
Snow Valley Aerial Park	Development of a new summer aerial park at the Rainbow Valley Campground in partnership with Snow Valley Ski Club	2017	



## 03

# Community Dynamics

## Included in this section:

- Population and demographic characteristics and indicators.
- Growth projections.

The City and its partners regularly conduct research projects to monitor indicators and anticipate future growth that will impact key service areas, including recreation. This research enables the City to respond as the city and region continues to grow and diversify. Summarized in this section are key indicators from available research and other data sources that provide some insight into current community dynamics and potential indicators that will influence recreation needs and preferences.

## Summary Highlights and Key Findings

The implications of these community dynamics for CRFMP include the following:

- Population of the greater Edmonton region is expected to continue to grow. This growth must be accommodated not only by addressing the recreation needs of residents in developing neighbourhoods, but also in mature neighbourhoods.
- Ensure that recreational amenities and the delivery of programs and services address the unique needs of growing diverse population (specifically Indigenous residents and immigrants from outside of Europe and North America), as well as seniors.
- Ensure that recreational amenities and the delivery of programs and services address the needs of non-traditional family households (those with two or less people living in them, single parent, multi-generational, etc.).
- Recognize that the City of Edmonton has a disproportionately high rate of low income residents in mature neighbourhoods around downtown compared to the suburban communities, making access to recreation increasingly important for residents in some core neighbourhoods.

## Historical Growth Overview

As reflected in the following chart, the City of Edmonton has experienced rapid growth over the past decade, growing by approximately 202,000 residents between 2006 and 2016. For context, this growth equates to adding the combined populations of Red Deer and Medicine Hat into Edmonton in a ten year period.

Year	City of Edmonton Census Counts	Statistics Canada Census Counts
2016	899,447	932,546
2015	—	—
2014	877,926	—
2013	—	—
2012	817,498	—
2011	—	812,201
2010	—	—
2009	782,439	—
2008	752,412	—
2007	—	—
2006	—	730,372

## Demographics Profile

Data and analysis findings from the City's 2016 Municipal Census provides additional insight into key demographic characteristics that impact recreation and physical activity participation. Identified as follows are selected findings that are important to consider in the future planning of recreation facilities and related opportunities.

*\* See the maps provided on the following pages for a further illustration of city-wide and neighbourhood income demographics.<sup>1</sup>*

### Low Income Households (<\$30,000)

- 16% of overall households.
- Concentrated in the Central Core, especially in neighbourhoods in the north and east areas of the Central Core.
- More than 50% of households in the McCauley and Virginia Park neighbourhoods.
- Largest overall number of households making less than \$30,000 are located in Oliver, Garneau, Downtown and Boyle Street but comprise less than 30% of the household mix in these neighbourhoods.

### Medium Income Households (\$30,000 – \$100,000)

- Majority of Edmonton households at 51%.
- Largest volume of these households are located in the Downtown Core, but most neighbourhoods on the periphery of the city are comprised of households in this category.

### High Income Households (>\$100,000)

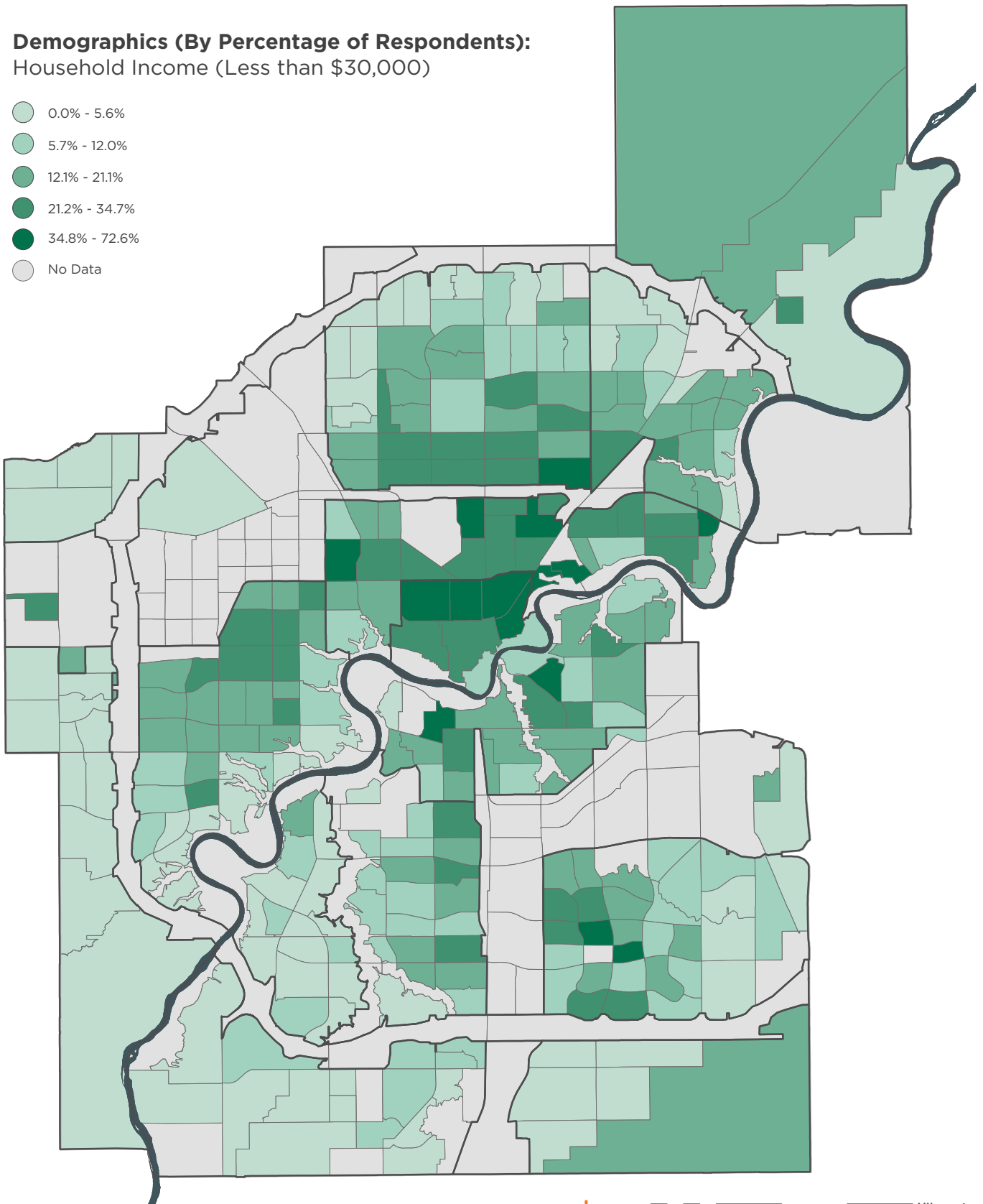
- 33% of households in Edmonton.
- Concentrated largely around natural features (river valley) and communities in the southwest of the city.
- 50% of the population of Summerside and the Hamptons is comprised of this demographic group.
- In the neighbourhoods of Donsdale, Ogilvie Ridge, Grandview Heights, Westbrook Estates, and Quesnell Heights, over 25% of households earn more than \$250,000 annually.

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1 Maps from BREATHE: Edmonton's Green Network Strategy Phase 3 Report based on data sourced from the 2016 Municipal Census.

### Demographics (By Percentage of Respondents): Household Income (Less than \$30,000)

- 0.0% - 5.6%
- 5.7% - 12.0%
- 12.1% - 21.1%
- 21.2% - 34.7%
- 34.8% - 72.6%
- No Data

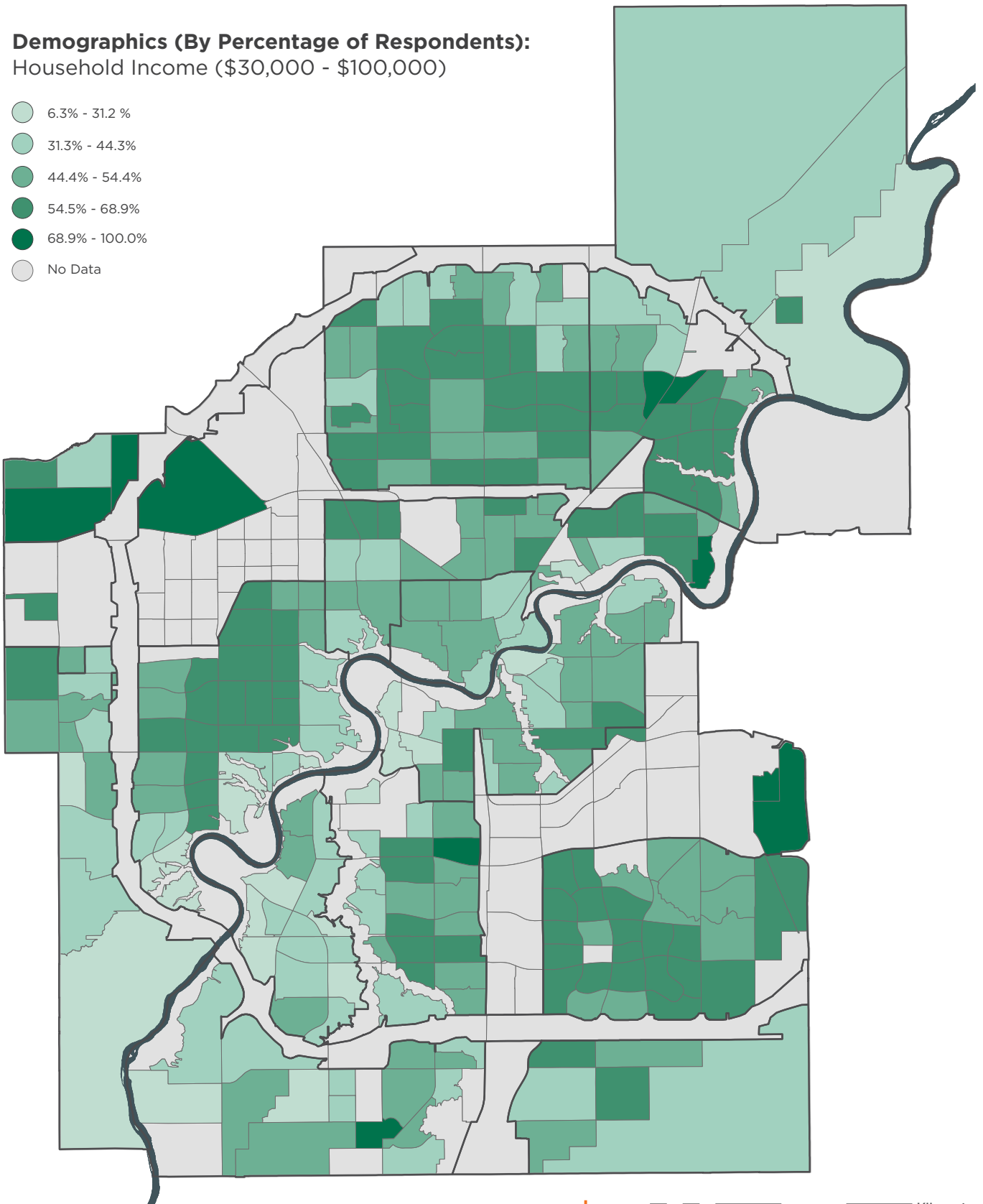


Source: 2016 Edmonton Municipal Census



**Demographics (By Percentage of Respondents):**  
Household Income (\$30,000 - \$100,000)

- 6.3% - 31.2 %
- 31.3% - 44.3%
- 44.4% - 54.4%
- 54.5% - 68.9%
- 68.9% - 100.0%
- No Data

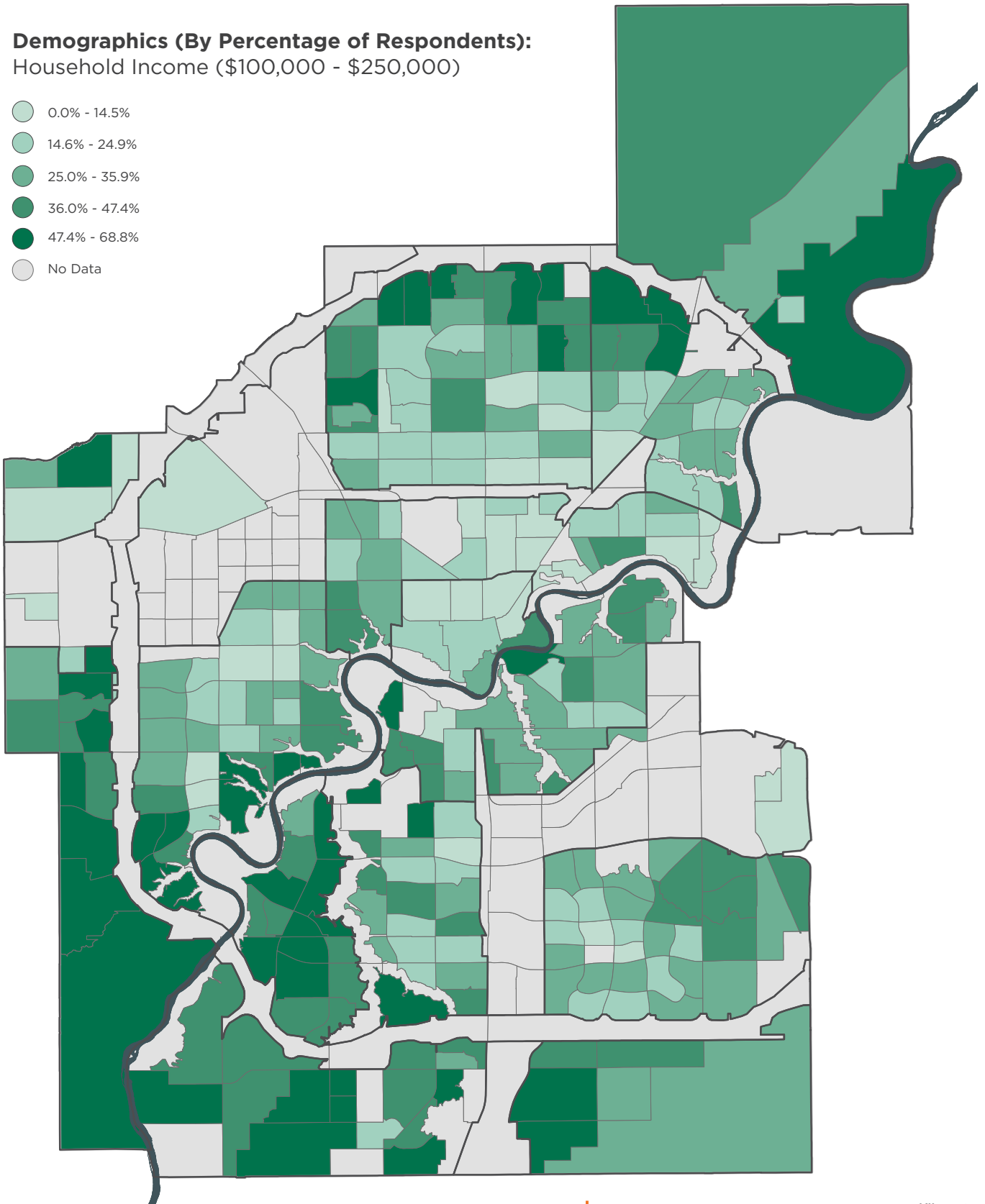


Source: 2016 Edmonton Municipal Census



### Demographics (By Percentage of Respondents): Household Income (\$100,000 - \$250,000)

- 0.0% - 14.5%
- 14.6% - 24.9%
- 25.0% - 35.9%
- 36.0% - 47.4%
- 47.4% - 68.8%
- No Data



Source: 2016 Edmonton Municipal Census



## Social Vulnerability<sup>2</sup>

As defined by the City of Edmonton, Social Vulnerability is a composite score composed of 9 indicators:

**Education:** *Proportion of individuals 15 yrs and over without a certificate, diploma or degree.*

**Employment:** *Unemployment rate.*

**Government Transfer Payments:** *Proportion of family income composed of government transfer payments.*

**Home Ownership:** *Percentage of owned occupied private dwellings.*

**Immigration:** *Percent of population who immigrated in the period 2006-20011.*

**Income.** *Prevalence of low income after tax.*

**Language:** *Percent of individuals who do not speak either official language.*

**Lone Parent:** *Proportion of families headed by a lone parent.*

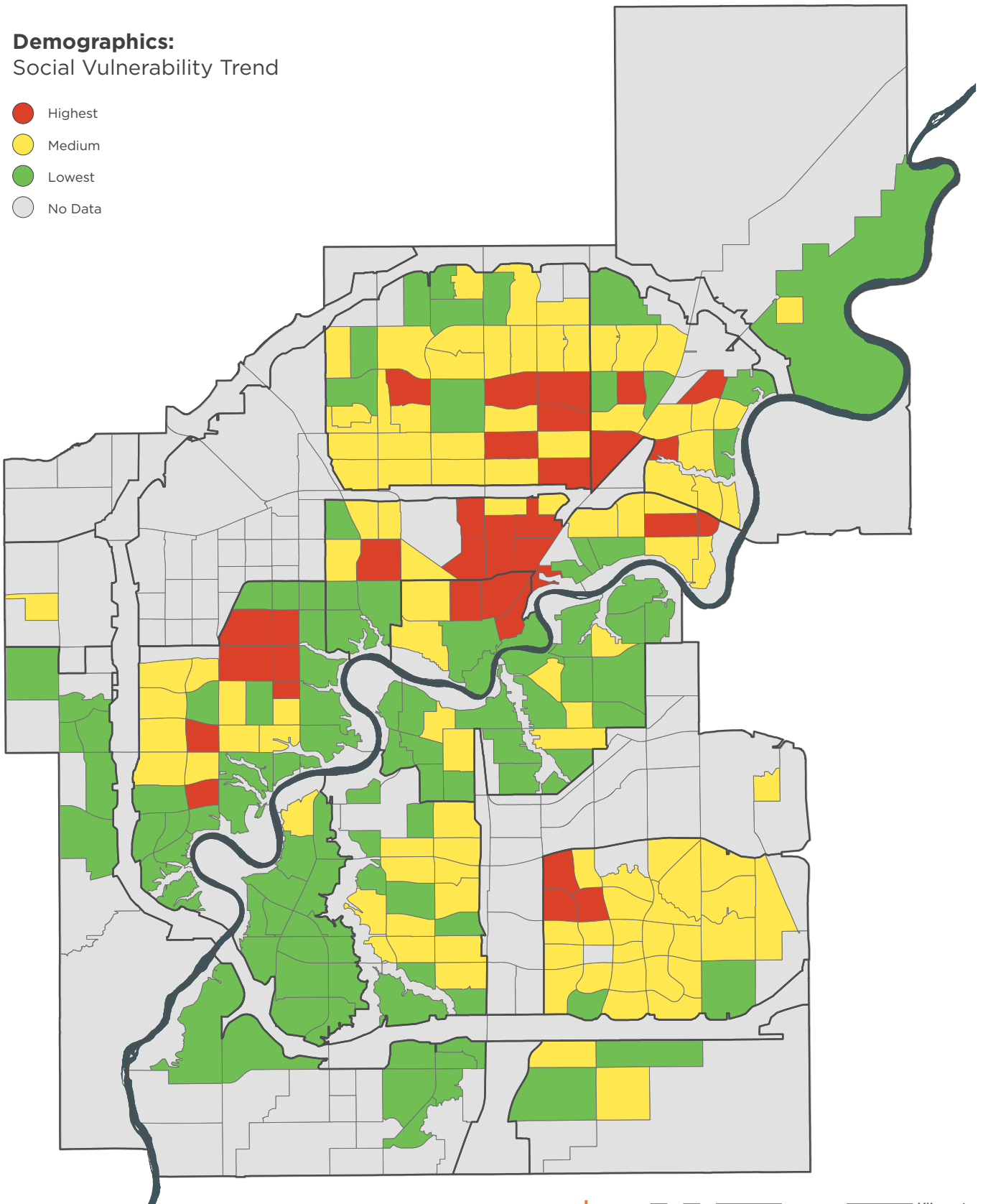
**Mobility:** *Proportion of individuals who are living at a different address from the one at which they resided one year earlier.*

The map on the following page illustrates areas of social vulnerability in the city. As reflected in the map, the areas of highest social vulnerability are primarily concentrated in neighbourhoods located in the north and east of the Central Core. However, areas of medium social vulnerability exist throughout the city including neighbourhoods in the southeast, west-central, and northeast parts of the city.

<sup>2</sup> Graphic from BREATHE: Edmonton's Green Network Strategy Phase 3 Report based on data sourced from the City of Edmonton.

### Demographics: Social Vulnerability Trend

- Highest
- Medium
- Lowest
- No Data



Source: City of Edmonton



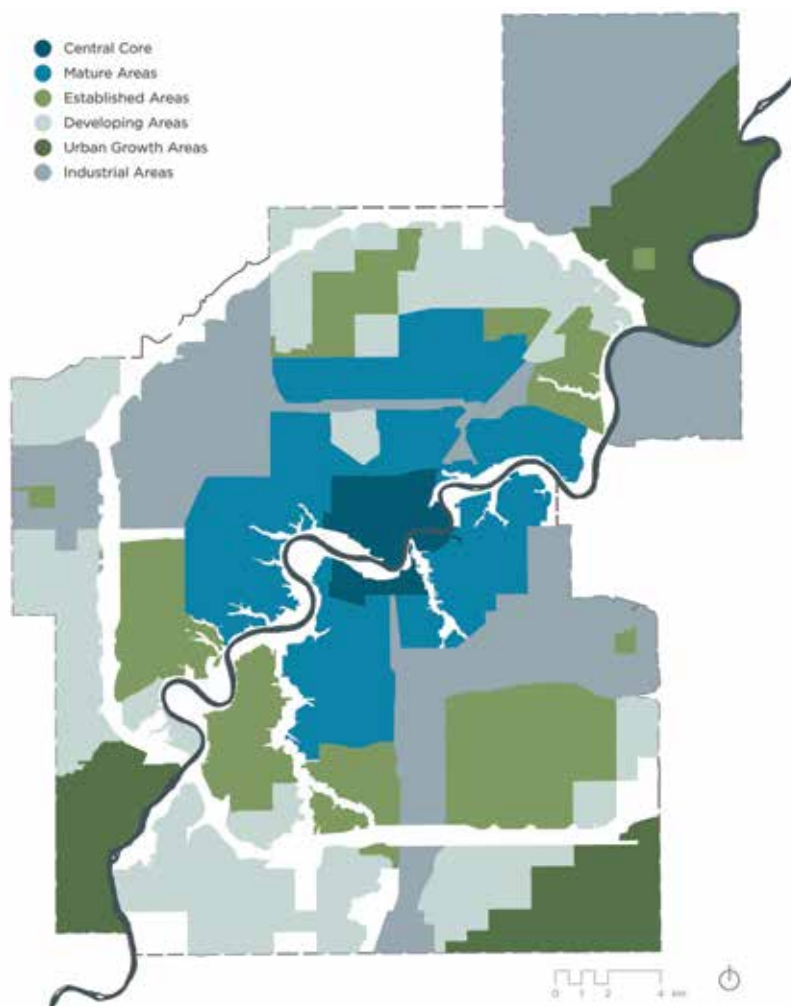


## Current Population Distribution

The City categorizes neighbourhoods into the following classes:

- Central Core
- Mature Areas
- Established Areas
- Developing Areas
- Urban Growth Areas
- Industrial Areas

The following map illustrates the current distribution of these neighbourhood classes across the City.



## Anticipated Growth<sup>3</sup>

Future growth projections suggest that while mature areas, established neighbourhoods and developing areas will continue to experience steady growth over the next 20 to 25 years (13% - 27%), the most aggressive growth in the city will occur in the central core. As reflected in the following chart, the central core is expected to grow by 222% and have a population of nearly 250,000 residents in 20 to 25 years<sup>4</sup>.

**20 – 25 Year Growth Projections**

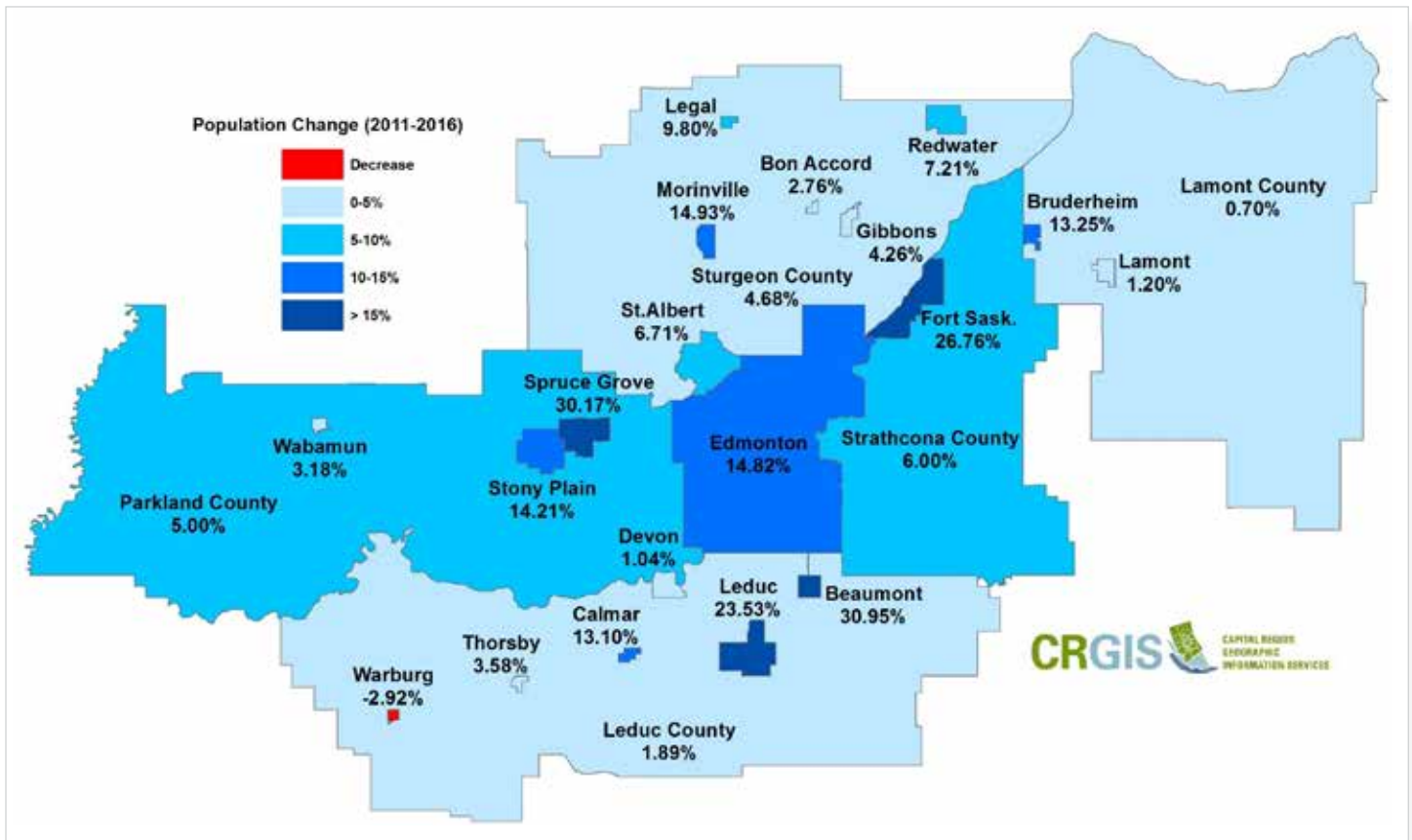
Neighbourhood Class	Total CURRENT Population (#)	Proportion of CURRENT Population (%)	Planned FUTURE Population	Planned FUTURE Population Increase (%)
Central Core	77,000	9%	248,000	222%
Mature Areas	285,000	32%	361,000	27%
Established Neighbourhoods	295,000	33%	369,000	25%
Developing Areas	239,000	27%	595,000	149%
Urban Growth Areas	1,500	0%	209,000	13%
Industrial Areas	1,500	0%	15,000	905%
City-Wide	899,000	100%	1,797,000	100%

<sup>3</sup> Graphic from BREATHE: Edmonton's Green Network Strategy Phase 3 Report based on data sourced from the City of Edmonton.

<sup>4</sup> Data as presented in BREATHE: Edmonton's Green Network Strategy. Current population reflects rounded totals from the Municipal Census 2016. Projections are based on approved development plans and citywide projections.

## Regional Growth

Growth across the Edmonton Metropolitan Region will also impact recreation infrastructure needs for public sector providers, including the City and other municipalities in the region. As illustrated in the following image, population growth in Edmonton is higher than many other outlining communities. However, strong growth is occurring in municipalities throughout the region which will broadly impact recreation needs<sup>5</sup>.



5 Capital Region Board Growth Plan.

## 04

# Provincial and National Planning Influences

## Included in this section:

- Overview of:
  - » The National Recreation Framework
  - » Active Alberta Policy
  - » Canadian Sport for Life and the Long Term Athlete Development Framework
  - » Going the Distance: The Alberta Sport Plan
  - » Truth and Reconciliation

Recreation provision in Edmonton is influenced by a number of broader provincial and national planning frameworks and policy documents. Alignment with this broader planning reflects an acceptance of best practices in recreation service provision and can also help ensure that recreation opportunities (programs and facilities) are developed based on an evidence based approach. It is also important to understand the impact that many of these provincial and national frameworks and policy documents have on sport and recreation groups that use City facilities and/or operate their own facilities with support from the City. For example, all provincial and national sport organizations are required to align with Canadian Sport for Life (CS4L) and the Long Term Athlete Development framework (LTAD).

Provided in this section is an overview of key provincial and national framework and policy documents.

## Summary Highlights and Key Findings

The implications of these Provincial and National Planning Frameworks and Policy Documents for CRFMP include:

- Recognize that the current Provincial and National Planning Frameworks and Policy Documents with a focus on recreational component have the strongest alignment with the new CRFMP vision and goals.
- Consider the diminished alignment of the new CRFMP with the provision of sport opportunities as a key role.

# A Framework for Recreation in Canada 2015: Pathways to Wellbeing

The Framework is the guiding document for public recreation providers in Canada. The document was jointly developed by the Canadian Parks and Recreation Association and the Interprovincial Sport and Recreation Council in partnership with various stakeholders. It presents a renewed definition and vision of recreation as well as confirms common values, principles, and goals. The Framework was endorsed in February 2015 by the Provincial and Territorial Ministers of Sport, Physical Activity and Recreation, and is supported by the Government of Canada.

The Framework outlines a renewed definition and vision for recreation in Canada as well as five goals.

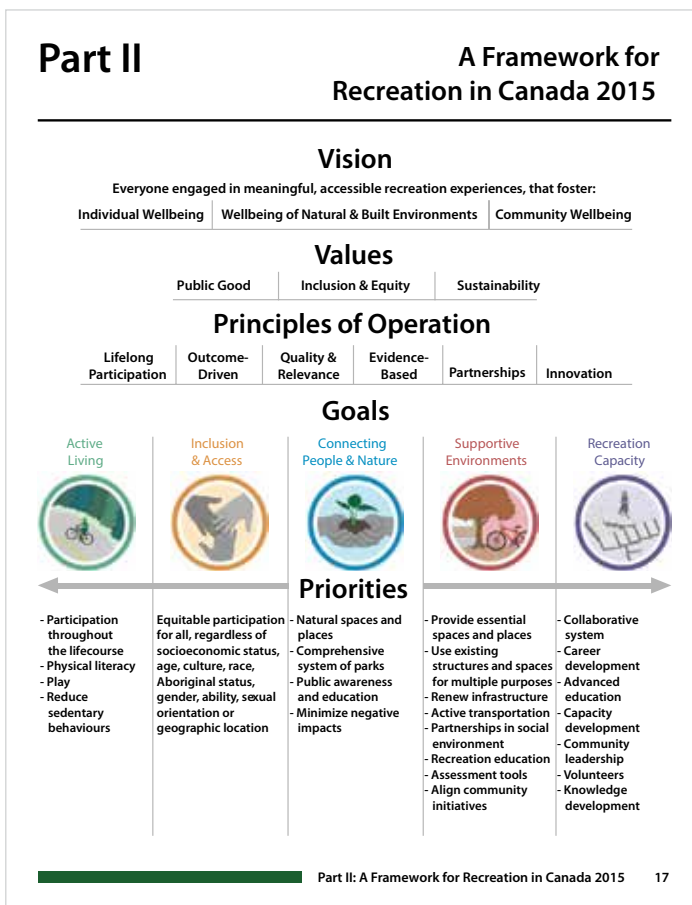
## Definition of Recreation

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

## Vision

We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster:

- Individual wellbeing;
- Community wellbeing; and
- The wellbeing of our natural and built environments.



## Goals

### Goal 1: Active Living

Foster active living through physical recreation.

- Recreation participation throughout the life course
- Physical literacy
- Play
- Reduce sedentary behaviours

### Goal 2: Inclusion & Access

Increase access to recreation for populations that face constraints to participation.

- Equitable participation for all regardless of differences such as: socioeconomic status, age, culture, race, Aboriginal status, gender, ability, sexual orientation, or geographic location.

### Goal 3: Connecting People & Nature

Help people connect to nature through recreation.

- Natural spaces and places are provided
- Comprehensive systems of parks are accessible
- Public awareness and education are promoted
- Negative impacts to the natural environment are minimized

### Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and help to build strong, caring communities.

- Essential spaces and places are provided
- Existing structures and spaces are being used for a variety of purposes
- Aging infrastructure is being renewed
- Active transportation is prevalent
- Partnerships are maximized
- Recreation education campaigns are established
- Assessment tools are used to ensure accountability
- Community initiatives are aligned

### Goal 5: Recreation Capacity

Ensure the continued growth and sustainability of the recreation field.

- Increase collaborative efforts among all levels of the recreation field
- Career development to attract and educate new leaders
- Support advanced education in recreation
- Provide development opportunities for organizations and individuals (professional and volunteer)
- Develop community leadership strategies
- Rejuvenate and update volunteer strategies
- Support knowledge development to increase research efforts, data availability, support materials, and the development of new/enhanced post-secondary programs

## Active Alberta Policy

The Government of Alberta's Active Alberta Policy (2011 – 2021) is the overarching Policy document that is intended to guide the delivery of recreational, active living and sport opportunities in the province. The Policy identifies that:

"Recreation, active living and sport are vitally important to Albertans. The activities they choose for enjoyment, where they live and take vacations, what they teach their children, and who they select as their heroes all demonstrate how important the sector is to the lives of Albertans."

Fundamental to the Policy document is the identification of six core outcomes which reflect the intended objectives of the Policy:

1. **Active Albertans:** More Albertans are more active, more often.
2. **Active Communities:** Alberta communities are more active, creative, safe and inclusive.
3. **Active Outdoors:** Albertans are connected to nature and able to explore the outdoors.
4. **Active Engagement:** Albertans are engaged in activity and in their communities.
5. **Active Coordinated System:** All partners involved in providing recreation, active living and sport opportunities to Albertans work together in a coordinated system.
6. **Active Pursuit of Excellence:** Albertans have opportunities to achieve athletic excellence.



# Going the Distance: The Alberta Sport Plan (2014-2024)

The renewed Alberta Sport Plan provided Albertans the opportunity to share their views, passion and ideas about Alberta's current and future priorities for sport. The Plan identifies the following vision for sport in the province.

Alberta is the national leader in sport with a coordinated and adaptive system which promotes excellence and fosters opportunities for lifelong participation for all Albertans.

Core to the Plan are the following two areas of focus:

- Coordinated Efforts and Activities
  - » Promotion
  - » Alignment and collaboration
  - » Capacity building
  - » Creative solutions
  - » Accountability
- Sport Support and Sport Delivery
  - » Sport support
  - » Sport delivery

The Plan also identifies roles and contributions for key sectors of the sport delivery system in Alberta, including municipal governments. As further explained by the graphic on the following page, the Plan identifies that municipalities should play a number of key roles in the provision of sport opportunities which includes the operation of facilities.

## Roles and Contributions

The following provides an overview of roles currently played by key stakeholders in the system. The roles and contributions below are not exhaustive and ongoing conversations are required to ensure coordination and accountability across the Alberta sport system.

GOVERNMENT	
<b>GOVERNMENT OF ALBERTA</b>	<ul style="list-style-type: none"> <li>» Provide leadership by setting the direction through policy development.</li> <li>» Provide financial support to build and update facilities and infrastructure.</li> <li>» Work with federal and municipal governments through intergovernmental cooperation.</li> <li>» Model collaboration through deliberate engagement with relevant ministries.</li> </ul>
<b>ALBERTA SPORT CONNECTION</b>	<ul style="list-style-type: none"> <li>» Coordinate and deliver programs and services that build an integrated sport delivery system.</li> <li>» Provide leadership by establishing priorities through grant funding.</li> <li>» Support, recognize and celebrate athletes, coaches, officials and other community leaders.</li> </ul>
<b>MUNICIPAL GOVERNMENTS</b>	<ul style="list-style-type: none"> <li>» Ensure availability, affordability, and accessibility of a broad range of sport, recreation and physical activity opportunities.</li> <li>» Facilitate local development through municipal policy and program design.</li> <li>» Support provincial sport organizations and local sport delivery bodies in the provision of sport, recreation and physical activity opportunities.</li> <li>» Facility operation and maintenance.</li> </ul>
ORGANIZATIONS	
<b>PROVINCIAL SPORT ORGANIZATIONS</b>	<ul style="list-style-type: none"> <li>» Design and deliver provincial sport programs aligned with the Long Term Athlete Development Framework.</li> <li>» Develop community leadership capacity.</li> <li>» Design and monitor provincial standards.</li> <li>» Collaborate with provincial, regional and local agencies.</li> </ul>
<b>NATIONAL SPORT AGENCIES</b>	<ul style="list-style-type: none"> <li>» Encourage and facilitate collaboration between provincial and national sport agencies.</li> <li>» Work with provincial agencies to support national level athletes.</li> </ul>
<b>LOCAL SPORT CLUBS AND AGENCIES</b>	<ul style="list-style-type: none"> <li>» Design and deliver sport programs that introduce athletes to sport and focus on the athlete development pathway (i.e. playground to podium).</li> <li>» Support community leadership.</li> </ul>
EDUCATIONAL INSTITUTIONS	
<b>SCHOOLS</b>	<ul style="list-style-type: none"> <li>» Deliver physical education and physical activity oriented curriculum.</li> <li>» Support the delivery of extracurricular sport opportunities.</li> </ul>
<b>POST SECONDARY INSTITUTIONS</b>	<ul style="list-style-type: none"> <li>» Teach and train future professionals.</li> <li>» Degree, diploma and certificate program delivery.</li> <li>» Conduct research focused on advancing sport.</li> </ul>

going the distance / The Alberta Sport Plan 19

## Canadian Sport for Life

Canadian Sport for Life (CS4L) is regarded as the national leader in physical literacy advocacy and resource support. CS4L is led by Sport for Life Society, a federal non-profit society that was incorporated in September 2014 and comprises experts from sport, health, recreation, and academia who are employed as independent contractors, yet work cooperatively to promote the movement's goals. The movement introduces two important concepts that influence how recreation and sport activity should be planned, promoted, organized, and delivered.

The **Long-Term Athlete Development (LTAD) framework** is a seven-stage training, competition, and recovery pathway guiding an individual's experience in sport and physical activity from infancy through all phases of adulthood. Physical literacy is the motivation, confidence, physical competence, knowledge, and understanding to value and take responsibility for engagement in physical activities for life.

Canadian Sport for Life, with Long-Term Athlete Development and physical literacy, represents a paradigm shift in the way Canadians lead and deliver sport and physical activity. The movement calls on municipalities to help further these two important concepts in a variety of ways as outlined below. As it relates to the provision of indoor recreation services and facilities, it is important to consider these roles and the fundamentals of the two concepts as they define a broader social good that is delivered through recreation, ensuring that these concepts are catalyzed through all municipal recreation services, will optimize the benefits and value for public investment in facilities and infrastructure.

Identified areas where municipalities can help further the CS4L movement:

1. Physical Literacy Program Development
2. Municipal Planning and Sport Strategy Development
3. Sport Councils
4. Facility Planning
5. Access and Allocation

Canadian Sport for Life (CS4L) has also developed a series of best practices and principles that it recommends to be followed in the allocation of facility time to user groups:

- Allocation practices are based on "standards of play" principles in terms of the time and space required by each group.
- Allocation policies are transparent and reviewed with the groups.
- Allocation is not done by tradition, but rather on actual requirements of all groups, including the needs of emerging sports.
- Seasonal allocation meetings are held with common users groups to review their requests and try to achieve consensus on sharing available spaces and times.
- As seasons progress, groups are encouraged to be flexible in the reallocation of spaces with other groups when no longer needed, either temporarily or for longer periods.
- User fees and subsidies need to reflect community taxpayer support, and the rationale should be shared with sport organizations.



## Truth and Reconciliation

The **Final Report of the Truth and Reconciliation Commission of Canada** was published in 2015. The Commission was formed and tasked with achieving the following goals<sup>1</sup>:

1. Acknowledge Residential School experiences, impacts and consequences;
2. Provide a holistic, culturally appropriate and safe setting for former students, their families and communities as they come forward to the Commission;
3. Witness, support, promote and facilitate truth and reconciliation events at both the national and community levels;
4. Promote awareness and public education of Canadians about the IRS system and its impacts;
5. Identify sources and create as complete an historical record as possible of the IRS system and legacy. The record shall be preserved and made accessible to the public for future study and use;
6. Produce and submit to the Parties of the Agreement a report including recommendations to the Government of Canada concerning the IRS system and experience including: the history, purpose, operation and supervision of the IRS system, the effect and consequences of IRS (including systemic harms, intergenerational consequences and the impact on human dignity) and the ongoing legacy of the residential schools;
7. Support commemoration of former Indian Residential School students and their families in accordance with the Commemoration Policy Directive

The Report culminated in the identification of ninety-four (94) Calls to Action across a broad array of topic areas. Identified below are those Calls to Action with direct pertinence to the delivery of recreation and related services.

- We call upon the federal government, in consultation with Aboriginal peoples, to establish measurable goals to identify and close the gaps in health outcomes between Aboriginal and non-Aboriginal communities, and to publish annual progress reports and assess long-term trends. Such efforts would focus on indicators such as: infant mortality, maternal health, suicide, mental health, addictions, life expectancy, birth rates, infant and child health issues, chronic diseases, illness and injury incidence, and the availability of appropriate health services. (Call to Action #19)
- We call upon the federal government to amend the Physical Activity and Sport Act to support reconciliation by ensuring that policies to promote physical activity as a fundamental element of health and well-being, reduce barriers to sports participation, increase the pursuit of excellence in sport, and build capacity in the Canadian sport system, are inclusive of Aboriginal peoples. (Call to Action #89)
- We call upon the federal government to ensure that national sports policies, programs, and initiatives are inclusive of Aboriginal peoples, including, but not limited to, establishing:
  - » In collaboration with provincial and territorial governments, stable funding for, and access to, community sports programs that reflect the diverse cultures and traditional sporting activities of Aboriginal peoples.
  - » An elite athlete development program for Aboriginal athletes.
  - » Programs for coaches, trainers, and sports officials that are culturally relevant for Aboriginal peoples.
  - » Anti-racism awareness and training programs. (Call to Action #90)
- We call upon the officials and host countries of international sporting events such as the Olympics, Pan Am, and Commonwealth games to ensure that Indigenous peoples' territorial protocols are respected, and local Indigenous communities are engaged in all aspects of planning and participating in such events. (Call to Action #91)

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1 From Appendix 1 of the Final Report of the Truth and Reconciliation Commission of Canada

## The Modernized Municipal Government Act

From 2015 to 2017, the Government of Alberta conducted a comprehensive review of the Municipal Government Act (MGA). The MGA is the guiding legislation in Alberta that grants powers to municipalities to govern, raise revenue and plan for development. The new MGA includes a number of changes and mandates actions that are pertinent to the delivery of recreation and related services.

One of the most significant changes to the MGA is the requirement for municipalities to develop **Intermunicipal Collaborative Frameworks (ICF's)**. The intent of ICF's is to increase regional collaboration and increased efficiencies across a number of key service areas. Recreation has been identified as one of these service areas along with transportation, water and wastewater, solid waste, emergency services and "other services that benefit residents in more than one municipality". ICF's are mandatory and must be developed between all municipalities that share a common boundary. For example, in the case of Edmonton this includes: Parkland County, Leduc County, Strathcona County, the City of St. Albert, and Sturgeon County.

ICF's must be developed within the next two years (by April 1, 2020) and are required to include the following mandatory content:

- List of services that are currently provided by each municipality, shared on an inter-municipal basis, and funded by third party agreements;
- List of services that should be provided by each municipality, shared on an inter-municipal basis, and funded by third party agreements;
- For services that will be provided on an inter-municipal basis the ICF must outline how each service will be delivered (including which municipality will lead the delivery of that service), funded and the process for transitioning the service from municipal to inter-municipal delivery;
- The timeframe for inter-municipal service delivery; and
- A dispute resolution procedure.

ICF's may also include a number of optional elements, which could include:

- Further details on how to implement inter-municipal service delivery.
- Provisions for the development of recreation infrastructure that services/benefits residents of multiple municipalities.

Another change emanating from the modernized MGA and the School Act (still to be proclaimed) is the requirement for municipalities and school boards to develop **Joint Use and Planning Agreements (JUPA's)**. The intent of JUPA's is to provide guidance for the use of school-municipal facilities and the provision and allocation of municipal lands for school purposes. JUPA's will be required to include the following elements:

- A clear process for discussing matters related to:
  - » The planning, development, and use of school sites on municipal reserves, school reserves, and municipal and school reserves in the municipality
  - » Transfers of municipal reserves, school reserves, and municipal and school reserves in the municipality
  - » Disposal of school sites
  - » The servicing of school sites on municipal reserves, school reserves, and municipal and school reserves in the municipality
  - » The use of school facilities, municipal facilities, and playing fields on municipal reserves, school reserves, and municipal and school reserves in the municipality, including matters relating to the maintenance of the facilities and fields and the payment of fees and other liabilities associated with them
- Protocols and processes that outline how the municipality and the school boards will work together collaboratively;
- Dispute resolution processes; and
- Other provisions as deemed necessary by both parties.

## Alignment with the New Vision and Goals

Provincial and National Planning Frameworks and Policy Documents	2020-2040 Vision Elements								2020-2040 Goals							
	Safe and Welcoming	Socialize	Creative	Play	Physical Literacy	Active and Exercise	Builds Community	Opportunity to excel	Enhance Growth	Enhance health	Enhance Wellbeing	Community Connectedness	Community Identity	Community Spirit	Community Pride	Community Culture
The National Recreation Framework				✓	✓	✓	✓		✓		✓	✓				
Active Alberta Policy	✓		✓			✓		✓				✓				✓
Canadian Sport for Life and the Long-Term Athlete Development Framework								✓								
Going the Distance: The Alberta Sport Plan					✓				✓							
Truth and Reconciliation	✓		✓	✓			✓	✓		✓	✓	✓	✓	✓	✓	✓

# 05

## Strategic Planning of Key Partners

### Included in this section:

- Overview of the City's partnership approach for recreation infrastructure.
- Identification of projects being planned or considered by partner organizations.

### Summary Highlights and Key Findings

The implications of strategic planning of key partners for CRFMP include:

- Partnerships are a key aspect to the provision of recreation facilities in Edmonton. Opportunities exist for leveraging partnerships to effectively lever available resources.
- The City should consider how to best maximize partner projects through leveraging the Community Facility Partner Capital Grant program and Community League Infrastructure Program to help meet future recreation needs.
- New partnerships should be explored to facilitate the provision of recreation spaces and places
- The role of private sector partners in the development, delivery and maintenance of recreation places and spaces in Edmonton needs to be explored.

## Partnership Approach Overview

Partnerships are an important aspect of the City's provision of recreation infrastructure and overall opportunities. The City engages in partnerships for a variety of reasons, which include:

- Leveraging (maximize) the use of public funds.
- Supporting community organizations that can deliver recreation programming and opportunities in an efficient and effective manner.
- Meeting gaps and emergent needs that may be challenging for the City to address through direct provision.

### From the City Policy C187A: Enhancing Community Facility Services through Partnerships

#### **Policy Statement:**

The City will actively encourage and support public recreation and leisure partnership opportunities that enhance Community Facility Services and may include capital development, operations and programming.

The City will seek out and encourage partnerships where:

- community expectations extend beyond City of Edmonton planned service levels based on City Council approved Plans,
- proposals are presented to provide improved service levels,
- proposals are presented to provide for innovative public recreation and leisure opportunities including specialty facilities.

Partnerships may involve third party organizations including community not-for-profit organizations, other public sector service providers and the private sector.

Collaborations between the City and Partners will:

- meet community needs;
- protect public interests in the short and long term;
- provide opportunities that are open and accessible to all citizens of Edmonton;
- align with City strategic plans, directions and priorities;
- demonstrate trustworthiness, mutual respect, high standards of ethical and professional conduct; and
- demonstrate a clear understanding of respective roles and responsibilities including cost, risk and benefits.

Specifically, the City utilizes a number of approaches to partner with organizations in the provision of recreation facilities and/or amenity spaces. The following chart provides an overview of these partnership approaches.

Partnership Type	Description	Implementation Mechanisms
Capital Contributions	Direct provision of capital funds and/or land from the City to a community organization that results in the enhancement or new development of a recreation facility and/or amenity.	<ul style="list-style-type: none"> <li>• Community Facility Partner Capital Grant Policy C562B</li> <li>• Community League Grant Policy C502A (includes establishment, operating &amp; infrastructure)</li> <li>• Provision of land as available</li> <li>• City support via Community Group Led Construction Guide and defined city liaison supports</li> </ul>
Operational Contributions	Ongoing financial support, often in the form of a grant, to support an organization's ongoing operations of a facility.	<ul style="list-style-type: none"> <li>• Community League Grant Policy (includes establishment, operating &amp; infrastructure) C502A</li> <li>• Community Investment Grant to Organizations and Individuals C211H (includes operating, hosting &amp; travel)</li> </ul>
Lease	Lease of a City owned facility to a community organization.	<ul style="list-style-type: none"> <li>• Formation of lease agreements based on the parameters outlined in City Policy C187A</li> <li>• Non-profit Leasing Guidelines Procedure</li> </ul>
Subsidized Facility Access	Provision of subsidized time at City operated facilities to community organizations.	<ul style="list-style-type: none"> <li>• As per City bookings and allocations policies and procedures</li> </ul>
Planning Support	Provision of City staff and resources to assist groups with strategic facility planning needs and requirements.	<ul style="list-style-type: none"> <li>• Through ongoing community group collaborations and communications</li> <li>• Project planning funding stream of the Community Facility Partner Capital Grant Policy C562B</li> <li>• City support via Community Group Led Construction Guide and defined city liaison supports</li> </ul>

In 2016, the City's Community Facility Partner Capital Grant Program provided \$4.9 million in funding to partners. Over the past five years, the City has provided approximately \$12.8 million in funding through the Program. For a summary of funded organizations and projects, please see the appendices. In 2017, The City's Community League Infrastructure Program provided \$2.5 million in funding to Community Leagues. Over the past five years, the City has provided over \$13.2 million in funding through that program.

## 06

# Strategic Planning of other Capital Region Municipalities

## Included in this section:

- Overview of regional recreation infrastructure.
- Overview of recent planning undertaken by regional municipalities.
- Potential recreation facility projects being planned or considered by surrounding Capital Region municipalities

## Summary Highlights and Key Findings

The implications of strategic planning of other Capital Region Municipalities for CRFMP include:

- Consider Capital Region amenity opportunities/inventory to help address future growth in some suburban neighbourhoods.
- Consider future developments being planned in surrounding communities to help leveraged support for rapid growth in outlying regions of the city.
- Nearest concentration of recreation facility assets (outside of Edmonton's boundaries) can be found in NE and NW quadrants of the city first, followed by SW and SE quadrants.

## Regional Infrastructure Overview

The following chart provides an overview of major public recreation infrastructure located in surrounding Capital Region municipalities. Provided in Section 10 of this document is a summary of regional inventory including facilities within the City of Edmonton.

Municipality	Major Multi-Purpose Indoor Recreation Facilities	Indoor Ice Arenas (Sheets)	Field House (Boarded or Unboarded)	Outdoor Artificial Turf Fields	Indoor Aquatics Facilities	Fitness Centres
City of Fort Saskatchewan	1	3	1	1	1	1
City of Leduc	1	4	2	0	1	1
City of Spruce Grove	1	4	2	2	1	1
City of St. Albert	1	5	3	1	2	1
Edmonton Garrison	0	2	0	0	1	1
Enoch Cree Nation	0	3	0	0	0	0
Leduc County*	0	4	1	0	0	3
Parkland County*†	0	3	0	0	0	0
Strathcona County	3	9	2	1	3	3
Sturgeon County*	0	4	0	0	0	0
Town of Beaumont	0	2	0	0	1	1
Town of Devon	0	1	0	0	0	0
Town of Morinville	0	1	0	0	0	0
Town of Stony Plain*†	0	1	0	0	0	0
<b>Regional Total (Not including City of Edmonton)</b>	<b>7</b>	<b>46</b>	<b>11</b>	<b>5</b>	<b>10</b>	<b>12</b>

\* Inventory includes smaller urban municipalities located within these rural municipalities unless otherwise identified in the chart (e.g. Sturgeon County count includes Gibbons but not Morinville).

† Tri-Leisure Centre amenities counted under the City of Spruce Grove. Parkland County and the Town of Stony Plain cost share for the facility.



## Strategic Planning and Potential Initiatives

The following chart outlines recent recreation planning undertaken by Capital Region municipalities and potential recreation facility projects that are being planned and/or contemplated. This chart was populated based on a review of previous planning undertaken by the respective municipalities and through consulting team engagement with representatives from each municipality.

Municipality	<b>Recreation Facility Master Plan</b> Whether or not they have their own recreation facility master plan (or similar).	<b>New Facilities</b> Their plans for new facility development.	<b>Partnership</b> Their thoughts on partnerships.	<b>CRFMP Impact</b> Their thoughts on how the CRFMP will impact their municipality.
Leduc	<ul style="list-style-type: none"> <li>Recreation Facility Needs Assessment (in progress)</li> <li>Long Term Facilities Master Plan (2013)</li> </ul>	<ul style="list-style-type: none"> <li>Arts and culture program space</li> <li>Multipurpose program/dryland space</li> <li>Longer term needs for indoor leisure aquatics, turf field house, and performance arena</li> </ul>	<ul style="list-style-type: none"> <li>A regional conversation would be welcomed, especially since there will be a common boundary.</li> </ul>	<ul style="list-style-type: none"> <li>They will share a common boundary after annexation is complete.</li> </ul>
St. Albert	<ul style="list-style-type: none"> <li>Recreation Master Plan (2012)</li> <li>Facilities planning process in 2018</li> <li>Indoor Ice Needs Assessment Analysis (2016)</li> </ul>	<ul style="list-style-type: none"> <li>Possible ice arena</li> <li>Pool development/expansion</li> <li>Library development</li> <li>Partner projects: gymnastics, indoor fields</li> </ul>	<ul style="list-style-type: none"> <li>Definitely need to collaborate more</li> </ul>	<ul style="list-style-type: none"> <li>Could lead to future discussions/partnerships; will impact market for their facilities</li> </ul>
Spruce Grove	<ul style="list-style-type: none"> <li>Tri-Plan Indoor Recreation and Culture Facilities Strategy (2017)</li> <li>Sport Field Study (ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>Major multipurpose spectator arena/event centre</li> <li>Glenn Hall Centennial Arena twin contribution commitment</li> <li>Twin indoor ice facility (design in 2018)</li> <li>West multiplex (twin ice, gym, field house, adventure play) in Stony Plain (Tri-Plan)</li> <li>10 year capital plan includes \$100M multiplex (2026)</li> </ul>	<ul style="list-style-type: none"> <li>Regional collaboration can work, making it a reality can be hard</li> <li>It would be a good idea to work together more</li> </ul>	<ul style="list-style-type: none"> <li>Likely won't have a huge impact if a renewed plan doesn't lead to more collaboration</li> </ul>

<b>Municipality</b>	<b>Recreation Facility Master Plan</b> Whether or not they have their own recreation facility master plan (or similar).	<b>New Facilities</b> Their plans for new facility development.	<b>Partnership</b> Their thoughts on partnerships.	<b>CRFMP Impact</b> Their thoughts on how the CRFMP will impact their municipality.
Fort Saskatchewan	<ul style="list-style-type: none"> <li>Recreation Facility &amp; Parks Master Plan Update (2015)</li> <li>Gymnastics Facility Feasibility Study (2017)</li> </ul>	<ul style="list-style-type: none"> <li>Additional aquatic facility (resident vote 2017)</li> <li>Field house twinning at the Dow Centennial</li> <li>West River's Edge outdoor facilities (outdoor water feature)</li> <li>Partner projects: gymnastics centre</li> </ul>	<ul style="list-style-type: none"> <li>Open to further exploring regional collaboration in service planning and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Could lead to future discussions/ partnerships; will impact market for their facilities</li> <li>Some CoE facilities are in the market area for our residents</li> </ul>
Edmonton Garrison	<ul style="list-style-type: none"> <li>Have some strategic planning in place</li> <li>"Centres of bases are supposed to look for situations where they can combine services with local municipalities to save costs"— Strategic objectives for the Department of National Defense</li> </ul>	<ul style="list-style-type: none"> <li>Current focus is to renew skate parks</li> <li>Fitness centre renewal project (major facility development)</li> <li>Indoor soccer field dome facilities (interested in partnering but would likely have to be on base)</li> </ul>	<ul style="list-style-type: none"> <li>City of Halifax and Forces partnered to construct a facility on base land and owned by the City; partnerships are important to the future</li> <li>Looking to approach the City with a partnership for a ½ priced recreation – there is a gran program in place that could cover some of the municipal portion of the project</li> </ul>	<ul style="list-style-type: none"> <li>Have referred to current city RFMP; am aware of the new facility in the centre north part of the City</li> </ul>
Stony Plain	<ul style="list-style-type: none"> <li>Tri-Plan Indoor Recreation and Culture Facilities Strategy (2017)</li> <li>Culture Plan (2015)</li> </ul>	<ul style="list-style-type: none"> <li>West multiplex (twin ice, gym, field house, adventure play) in Stony Plain (Tri-Plan)</li> <li>Arts and culture program spaces</li> <li>Performing arts centre</li> <li>Glen Hall Centennial Arena twinning</li> </ul>	<ul style="list-style-type: none"> <li>Yes we could collaborate and complement each other more for facilities, services, and branding/ market focus.</li> </ul>	<ul style="list-style-type: none"> <li>Not much impact right now but there could more if we worked together more.</li> </ul>

<b>Municipality</b>	<b>Recreation Facility Master Plan</b> Whether or not they have their own recreation facility master plan (or similar).	<b>New Facilities</b> Their plans for new facility development.	<b>Partnership</b> Their thoughts on partnerships.	<b>CRFMP Impact</b> Their thoughts on how the CRFMP will impact their municipality.
Beaumont	<ul style="list-style-type: none"> <li>2014 Community Services Needs Assessment (no Master Plan)</li> <li>Master plan to be developed in 2018</li> </ul>	<ul style="list-style-type: none"> <li>Ice arena and field house under design (Aqua-fit expansion)</li> </ul>	<ul style="list-style-type: none"> <li>Absolutely need to have a regional conversation about recreation facilities and services; can't do everything on our own</li> </ul>	<ul style="list-style-type: none"> <li>Not much impact on us from existing RFMP; we focus on our community now but there could be a regional lens as we move forward</li> </ul>
Devon	<ul style="list-style-type: none"> <li>Parks, Culture &amp; Recreation Master Plan Interim Report (2015)</li> <li>Previous studies regarding indoor aquatics (10+ years ago)</li> <li>Parks Recreation &amp; Culture Master Plan (2009-2014)</li> </ul>	<ul style="list-style-type: none"> <li>Design RFP underway for a new twin arena (possibly two additional) with track and fitness area *no commitment to move forward yet</li> </ul>	<ul style="list-style-type: none"> <li>A regional conversation could have merit; we already have cost sharing agreements in place with Parkland and Leduc counties</li> </ul>	<ul style="list-style-type: none"> <li>Could lead to future discussions; won't circumvent what we need for our own residents</li> </ul>
Morinville	<ul style="list-style-type: none"> <li>Regional Recreation Needs Assessment (2016)</li> <li>Recreation Parks and Open Spaces Master Plan (2011-2021)</li> <li>Regional Recreation Facility Master Plan (2013)</li> </ul>	<ul style="list-style-type: none"> <li>E arena (replacement) and field house (new) under design</li> <li>Future pool and additional indoor ice if funding can be secured</li> </ul>	<ul style="list-style-type: none"> <li>Regional discussions would be good to have and are necessary; the relationships we have with our neighbors could be strengthened</li> <li>Regional approaches to infrastructure development, scheduling and allocation, etc, would improve the current situation</li> </ul>	<ul style="list-style-type: none"> <li>Could lead to further regional discussions; not much impact right now</li> </ul>
Sturgeon County	<ul style="list-style-type: none"> <li>Regional Recreation Facility Master Plan (2013)</li> </ul>	<ul style="list-style-type: none"> <li>No significant indoor facility development but continued outdoor trail and park projects</li> </ul>	<ul style="list-style-type: none"> <li>A regional discussion is imperative; it needs to happen and should include all CRB municipalities not just the sub-regions</li> </ul>	<ul style="list-style-type: none"> <li>The existing plan does not have much impact on us</li> </ul>

<b>Municipality</b>	<b>Recreation Facility Master Plan</b> Whether or not they have their own recreation facility master plan (or similar).	<b>New Facilities</b> Their plans for new facility development.	<b>Partnership</b> Their thoughts on partnerships.	<b>CRFMP Impact</b> Their thoughts on how the CRFMP will impact their municipality.
Strathcona County	<ul style="list-style-type: none"> <li>Open Space and Recreation Facility Strategy (2016 Update)</li> <li>Recreation, Parks and Culture Department Business Plan (2015-2018)</li> <li>Recreation Master Plan process in 2018</li> </ul>	<ul style="list-style-type: none"> <li>Potential arena replacement</li> <li>Indoor turf (partner proposed)</li> <li>Indoor agriculture facility</li> <li>Glen Allan Rec Complex Modernization</li> </ul>	<ul style="list-style-type: none"> <li>A regional discussion should occur to talk about infrastructure and service delivery</li> <li>Informal chats should already be occurring and need to be coordinated</li> </ul>	<ul style="list-style-type: none"> <li>The introduction of Clareview and Meadows had an impact on Millennium Place</li> </ul>
Parkland County	<ul style="list-style-type: none"> <li>Parks, Recreation and Culture Master Plan (2017)</li> <li>Tri-Plan Indoor Recreation and Culture Facilities Strategy (2017)</li> </ul>	<ul style="list-style-type: none"> <li>Entwistle outdoor pool and community hub (2018)</li> <li>West multiplex (twin ice, gym, field house, adventure play) in Stony Plain (Tri-Plan)</li> <li>Wabamun Arena is not opening in 2017-2018</li> </ul>	<ul style="list-style-type: none"> <li>Capital region is already working together on a number of services</li> <li>It would make sense to have a conversation about recreation facilities; at least have the conversation</li> </ul>	<ul style="list-style-type: none"> <li>Aside from initiating a regional conversation, a city plan would have little bearing on what we do</li> </ul>
Enoch Cree Nation	<ul style="list-style-type: none"> <li>ECN Strategic Plan (2015-2017)</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Formal relationship with City through MOU and Joint Working Group (CEDI Initiative)</li> <li>Currently participates with Parkland County and City on Boundary Interface Protocols and Strategies (BIPS) initiative</li> </ul>	<ul style="list-style-type: none"> <li>Many Nation members live in the City and are potential facility users</li> <li>City growth has reached the Nation's boundaries—e.g. Lewis Farms facility just 2.5 km from edge of the Nation and its own facilities—so some impact is certain. This proximity also means that on-reserve members are potential users</li> </ul>

## Number of Facilities/Amenities Within Close Geographic Proximity of Suburban Neighbourhoods

The following chart identifies inventory of major recreation infrastructure, across the greater Edmonton Metropolitan Region, located within close proximity of city's four quadrants. It identifies greater concentration of facilities in the NW and NE quadrants within the context of the Capital Region.

Municipality	NW	NE	SW	SE
City of St. Albert	13	0	0	0
Edmonton Garrison	0	2	0	0
Strathcona County	0	22*	0	22*
Town of Beaumont	0	0	0	4
Enoch Cree Nation	4	0	0	0
<b>Total</b>	<b>17</b>	<b>24*</b>	<b>0</b>	<b>28*</b>

*\*Infrastructure in Strathcona County is adjacent to both NE and SE Edmonton and has been included in both columns.*

## Capital Region Board Planning

In 2016, the Capital Region Board published the Edmonton Metropolitan Region Growth Plan with the objective of providing a comprehensive and integrated policy framework for planning for growth tailored to the regional context. Foundational to the Plan were six (6) interrelated policy areas as illustrated by the following graphic.

The importance of quality of life services such as recreation and parks was identified as having a significant influence on achieving the goals and objectives of the Plan. Specifically, these services are linked in the document to the Economic, Competitiveness and Employment policy area and identified as being key factors that will drive the attractiveness of the Edmonton region for businesses and individuals in the future.



## 07

# Leading Practices and Trends: Recreation

## Included in this section:

- Physical activity and wellness trends.
- Participation trends.
- The increasing role of technology in recreation participation and pursuits.
- Recreation activity attitudes and shifts.
- Trends specific to the recreation "consumer" in Edmonton.
- Barriers to recreation.

Trends in recreation services (facilities and programming) are continuously evolving and require providers to remain current on activity preferences, societal shifts, and other factors that impact demand. Provided in this section are a number of trends that have been identified through a variety of sources, including:

- A review of available national and provincial research data.
- Local (Edmonton and regional) recreation and related study documents.
- Research conducted during the pre-start-up phase of the 2020-2040 CRFMP project.
- Other sources of information available through the consulting team's database.

## Summary Highlights and Key Findings

The implications of recreation trends for CRFMP include:

- Consider the low physical activity among children and youth (5 to 17 years) as an opportunity to help increase participation in recreation and an opportunity to increase our market share by tailoring programming, facility design or improving accessibility.
- Recognize that while structured recreation remains important, there is an increasing demand for spontaneous/unstructured opportunities. Thus, ensure fair and equitable access to spontaneous use opportunities, and ensure a balanced facility planning approach for meeting structured and spontaneous use.
- Recognize that recreation consumers in Edmonton have an array of interests, motivations, and demand more tailored activities. Therefore, "facilities" will need to ensure/develop ability to increasingly adapt to changing interests and activity preferences in "recreation provision".
- Acknowledge that The City continues to hold a leading position in the recreation facility market, however the market share held by the private sector is growing and significant. As a result, the City should consider Capital partnership opportunities with the private sector where appropriate/ or interests align. The City should also consider opportunities to design spaces that are dedicated use spaces (and thus competitive to the private sector—e.g. yoga studio/space & atmosphere).
- Recognize that as Edmonton continues to grow and evolve, there will be a continued demand for recreational and leisure opportunities that reflect an increasingly multicultural and diverse city.

- Recognizing that lack of interest/motivation, time constraints and health are common barriers to recreation participation in Edmonton. The City will continue to utilize a combination of direct and indirect recreation provision, partner organizations, facility design, site locations, variety of amenities and services to help reduce barriers to recreation.
- Ensure that facility design takes into consideration the fact that older adult populations are diverse with evolving needs, attitudes, and preferences. This intricate need may require that the City balance the provision of dedicated facilities with those that are intended to be intergenerational.

## General Trends in Recreation

### Physical Activity and Wellness Levels

Physical activity trends remain especially concerning for children and youth. The **2015 ParticipACTION Report Card on Physical Activity for Children and Youth** (formerly Active Healthy Kids Canada) found that only 9% of 5 to 17 year-olds in Canada meet the recommended levels for moderate to vigorous physical activity. Contributing factors and other concerning findings from the Report Card include:

- Only 24% of 5 to 17 year-olds use active transportation methods to or from school while the majority (62%) use inactive transportation methods.
- Only 26% of Canadian youth aged 8 to 12 meet or exceed the minimum level recommended for the physical competence domain of physical literacy.
- During waking hours, 5 to 17 year-olds spend an average of 8.5 hours being sedentary.

Poor physical activity levels nationally do not appear to result from a lack of interest or awareness of the issues surrounding child and youth physical inactivity. The Report Card found that 90% of high school students (grades 9 – 12) in Ontario and Alberta report that their parents are very supportive or supportive of them being physically active and 79% of parents contribute financially to their kids' physical activities.

The **2017 Alberta Survey on Physical Activity** found that while physical activity levels have remained consistent over the past 10 years, a high proportion of Albertans remain inactive. Key findings from the Survey are summarized below.

- Overall, 57% of Albertans get enough physical activity to achieve health benefits.
- 26% of Albertans achieve high levels of walking (>12,500 steps per day).
- Albertans spend an average of 9 hours per weekday and 8.5 hours per weekend day in sedentary activities.

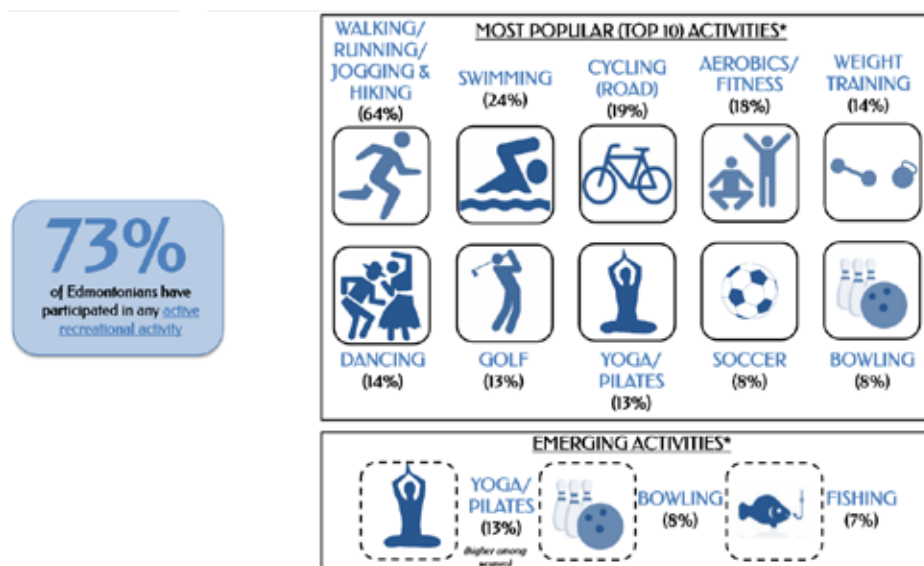
The Survey also investigated the use of physical activity trackers by Albertans; finding that 38% of Albertans own a physical activity tracking device. Other findings related to the nature of how Albertans use physical activity trackers are noted below.

- On average, Albertans who own and use their physical activity tracker wear their device for 23 days in a month.
- Use of physical activity trackers: 70% use to track steps; 68% use to track distance; 61% use to track types of activity.
- Albertans that are sufficiently active tend to own and use physical activity trackers less.

## Participation Trends

The City has conducted the **Current State of Sport and Active Recreation** survey on a regular basis over the past decade in order to identify trends, behaviours and activity preferences. Over the past decade, the City has conducted the survey in 2006, 2008, 2010, and 2016<sup>1</sup>. In 2016, the Current State of Sport and Active Recreation survey was conducted by Leger using the Metro Edmonton online database. In total, 601 individuals took the survey representing 1,435 residents (total number of people in the households of the 601 survey participants).

The following graphic summarizes the top activities in Edmonton.



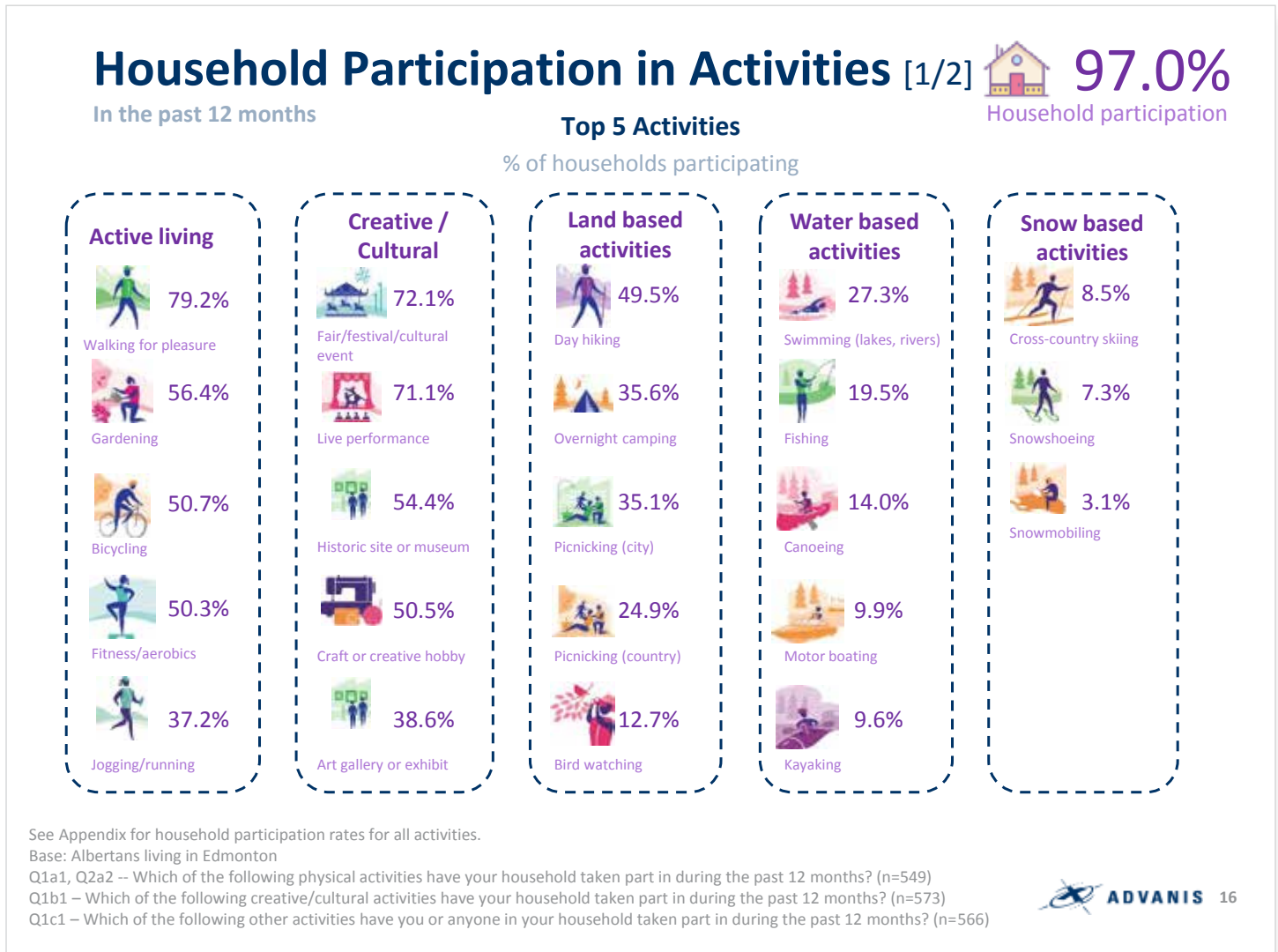
Identified below are additional findings of note from the Current State of Active Sport and Recreation survey.

- Overall participation in hockey has declined from 2010 to 2016 (however the survey didn't measure frequency of participation; increases in frequency of use may be a reason for continued demand).
- Golf participation has increased. Approximately 90% of golfers also believe the City should continue to operate golf courses.
- The survey findings align with the national trend of decreasing sport participation amongst older adult age segments.
- Income has some relationship to participation levels. Mid and higher income earners participate more in sport and active recreation than lower income earners.
- Sport participation peaks in the spring and summer and is lowest in the fall and winter.
- 53% have participated in a league.

<sup>1</sup> The City also conducted a survey for the Live Active Strategy in 2015 and is a partner in the Alberta Recreation Survey (conducted every 4 years).



Another valuable source of recreation and leisure participation data is the **Alberta Recreation Survey**, fielded every 3-5 years by Alberta Tourism, Parks and Recreation. Data from the last version of the survey was released in late 2017. The Survey methodology includes an Edmonton sample which provides insight into activity preferences and trends locally. Summarized as follows are key findings and infographics from the Edmonton Report of the 2017 Alberta Recreation Survey.



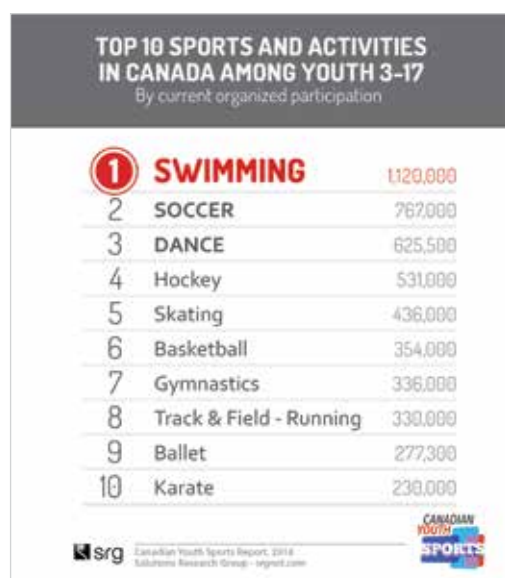
Other notable findings from the Alberta Recreation Survey - Edmonton Report:

- The top five new types of recreation and leisure activities that Edmontonians had interest in trying were: Northern Lights/Dark Sky Viewing; Comfort Camping; and Outdoor Zip-Lining.
- 27% of respondents indicated that a "Municipal recreation facility" was the location of their favourite activity (2nd after parks and open space).
- The top five motivating factors for participating in recreation and leisure are: for pleasure/fun; to relax; something different than work; physical health/exercise; and improving skills and knowledge.

The **Canadian Youth Sport Report (2014)** also provides some broader national insight into sport participation trends specific to children and youth in Canada. As reflected in the graphic below, swimming has the highest overall level of participation among children and youth in Canada (largely driven by lessons and school programs) followed by soccer and dance.

Other key findings of note from the Youth Sport Report include:

- 84% of Canadian youth in the 3-17 age range participate in sports of some kind and 60% do it on an organized basis
- Soccer was the top team sport for the study cohorts of kids 3-6, tweens 7-12 and teens 13-17.
- Youth sports represent a \$5.7 billion market with families spending nearly \$1,000 annually per child on sports.
  - » The study found big differences in participation cost for the 44 sports examined – ranging from an average of just about \$200 per year to over \$2,000 per year, per child.
  - » The top three most expensive sports to participate for youth based on reported average annual spending were Water Skiing (\$2,028), Hockey (\$1,666) and Equestrian (\$1,434).
  - » The most affordable options were Track & Field (\$226) and Cycling (\$237).
- Fifty-five percent of new Canadian youth aged 3-17 participate in organized sports but they are slightly less likely to be in organized team sports (24% vs. 30% average). Top team sports for New Canadian youth were soccer, basketball, hockey and volleyball.



## Recreation Activity Shifts

Summarized as follows are observed trends that have been noted in numerous recreation and related studies and other pertinent documents<sup>2</sup>. These trends provide additional insight into recreation "consumer" attitudes and shifts that are occurring in the nature of how individuals wish to engage in recreation pursuits.

### The Importance of Structured and Spontaneous Activities

While many structured or organized activities remain important, there is an increasing demand for more flexibility in timing and activity choice. People are seeking individualized, informal pursuits that can be done alone or in small groups, at flexible times, often near or at home. This does not however eliminate the need for structured activities and the stakeholder groups that provide them. Instead, this trend suggests that ensuring adequate spontaneous opportunities for recreation are available is equally as important as planning for traditional "structured" programming. As resource limitations remain a challenge, municipalities may need to seek innovative partnerships that allow for a focus on both spontaneous use and structured programming.

### Flexibility and Adaptability

Recreation, parks, and leisure consumers have a greater choice of activity options than at any time in history. As a result, service providers are being required to ensure that their approach to delivery is fluid and is able to quickly adapt to meet community demand. Many municipalities have also had to make difficult decisions regarding which activities they are able to directly offer or support, versus those which are more appropriate to leave to the private sector to provide.

Ensuring that programming staff and management are responsive to current and emerging trends is important in the identification and planning of facilities and programming. Regular interaction and data collection (e.g. customer surveys) from the public are other methods that service providers use to help identify programs that are popular and in demand. The development of multi-use spaces can also help ensure that municipalities have the flexibility to adapt to changing interests and activity preferences.

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<sup>2</sup> See appendices for a complete list of documents and resources reviewed by the project team.

## The Integration of Technology into Recreation and Leisure

The age of digital transformation has revolutionized every industry in multiple ways through its very definition of “the realignment of or investment in new technology, business models, and processes to drive value for customers and employees”<sup>3</sup>. In recreation, these changes are being brought about by the growing demand to deliver holistic, outcome driven programming and services that meet the diverse needs of the community. The integrated application of technology in service delivery can assist in enhancing client experience beyond the walls of the recreation facility; engaging a wider segment of the population; and enabling staff to make informed decisions on the current needs and demands of the community. Whereas digital use can be targeted towards personalized services inside of the facility, technology can also be used to connect and engage with individuals during their daily routine using social networks, programs, and services. Current trends towards the external application of technology in recreation can include the following:

- **Expanded Service Delivery:** The use of web, mobile, and cloud-based platforms can help users integrate recreational programs, services, and products in their daily lives.
- **Wearable Technology:** The rapid emergence of wearable technologies has resulted in new ways that individuals are able to track their activity, performance, and progress in regards to their health and wellness.
- **Interactive and Immersive Fitness:** The development of virtual reality technologies have been combined with fitness activities to create entertaining, diverse, and functional workouts for people of all ages.
- **Connecting With Nature:** Outdoor apps have been developed that take advantage of GPS and network capabilities on mobile phones. Apps such as geocaching and Strava gamify activity and encourage collaboration with other users to encourage exploration outdoors.
- **Social Networks:** Social networking apps such as Instagram and Facebook have enabled the proliferation of content and communities geared towards health and wellness. Content creators can create and share posts that can inspire, influence, and deliver recreational experiences, while simultaneously connecting with audiences in “realtime” via Instagram Stories or Facebook Live.

## The Evolving Nature of Volunteerism

Volunteers continue to be vitally important to the planning and delivery of recreation, events, and programs. Identified as follows are a number of pertinent trends in volunteerism that may impact or have relevancy to the delivery of programming and facility operations. Findings are from the 2010 Canada Survey of Giving, Volunteering and Participating: Alberta data tables<sup>4</sup>.

- Albertans volunteer at a higher rate (54.7%) than the national average (47.0%).
- The highest volunteer rate in Alberta is among adults aged 35 to 44 (63.4%) followed by ages 15 to 24 (56.7%) and ages 55 to 64 (51.3%).
- Although seniors (65 years and older) had the lowest volunteer rate (49.6%), they had the highest average of annual volunteer hours (206 hours on average per year).

3 [www.wellable.co/32](http://www.wellable.co/32) Solis, B. & Littleton, Aubrey (2017). The 2017 State of Digital Transformation.

4 Data compiled by Statistics Canada. <http://www.statcan.gc.ca/pub/89-649-x/2011001/tbl/tbl210-eng.htm>

The following are nine current trends in volunteerism as identified by Volunteer Canada<sup>5</sup>.

- **Much comes from the few.** While 47% of Canadians volunteer, over one-third (34%) of all volunteer hours were contributed by 5% of total volunteers.
- **Volunteer motivations.** Young people volunteer to gain work related skills (Canadians aged 15 – 24 volunteer more than any other age group). New Canadians also volunteer to develop work experience and to practice language skills. Persons with disabilities may volunteer as a way to more fully participate in community life.
- **Volunteer job design.** Volunteer job design can be the best defense for changing demographics and fluctuations in funding.
- **Mandatory volunteering.** There are mandatory volunteer programs through Workfare, Community Service Order and school mandated community work.
- **Volunteering by contract.** The changing volunteer environment is redefining volunteer commitment as a negotiated and mutually beneficial arrangement rather than a one-way sacrifice of time by the volunteer.
- **Risk management.** Considered part of the process of job design for volunteers, risk management ensures the organization can place the right volunteer in the appropriate activity.
- **Borrowing best practices.** The voluntary sector has responded to the changing environment by adopting corporate and public sector management practices including standards, codes of conduct, accountability and transparency measures around program administration, demand for evaluation, and outcome measurement.
- **Professional volunteer management.** Managers of volunteer resources are working toward establishing an equal footing with other professionals in the voluntary sector.
- **Board governance.** Volunteer boards must respond to the challenge of acting as both supervisors and strategic planners.

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5 Alberta Heritage Community Foundation. <http://www.abheritage.ca/volunteer/index.html>

## Understanding the Recreation Facility Consumer in Edmonton

The City has conducted research to further understand the recreation facility user in Edmonton. This ongoing research helps ensure that facilities and programs are optimized to best meet community needs and demands. In 2016, the City retained Leger to conduct **Segmentation and Market Share Research** through an online survey of residents in the Edmonton Census Metropolitan Region (CMA). Provided as follows is a synopsis of key findings and analysis from this research.

### Market Share

The chart below identifies use of indoor recreation facilities by residents in the Edmonton Census Metropolitan Area. As reflected in the chart, City facilities have the highest proportion of overall market familiarity and use. Of note, the proportion of use/visitation by residents of Edmonton proper is even higher.

Indoor Recreation Facilities	Most Often Used	Used in the Last 3 Months	Used in the Last 12 months
City of Edmonton	24%	34%	46%
Private Facility	22%	26%	34%
YMCA	9%	12%	18%
Other Municipal Facilities in the Region	17%	24%	35%
Private Studios	13%	19%	26%
Post Secondary Facilities	6%	11%	19%

As reflected in the chart below, a more detailed comparison of spending and the volume of visitation reveals a closer market share between City and private facilities.

Indoor Recreation Facilities	Spend of Wallet Share	Volume of Share Visitation
City of Edmonton	23%	20%
Private Facility	24%	29%
YMCA	13%	11%
Other Municipal Facilities in the Region	13%	13%
Private Studios	19%	13%
Post-Secondary Facilities	5%	6%
Common Use	2%	5%
School Gymnasiums	1%	3%

## Summary of Market Share Position and Potential Actions

The research report culminated in an overall summary of the City's market share for Recreation and Leisure Centres, along with suggested actions. As reflected in the chart below, the City has lost some market positioning to private facilities but continues to hold a significant proportion of overall market share.

Measure	Score		Relative Position in the Market		Potential Action
	2014	2016	2014	2016	
Share of Wallet	26.7%	26.8%	Leader	Leader	Maintain <i>VFM perceptions for the City has decreased</i>
Share of Visitation	28.5%	22.7% <i>The City has lost to the private facilities. Private facilities have increased their last three months visitation as well as frequency of visits</i>	Leader	Second	Improve
Value/Volume Index	94	118	Fifth	Third	Maintain
Net Promoter Score	21	16	Second (After the Private Studios—31); <i>The decrease in the City's NPS is largely owing to an increase in the number of detractors. Most of the competition have increased their NPS.</i>	Second (After the Private Studios—21)	Improve
Conversion from Last 12 Months to Most Often Usage	60	55	Close second to the private facilities. <i>Although, the private facilities have a much lower base (31% 12 months usage) compared to the City RLCs (58% last 12 months usage).</i>	Second – gap from private facilities have increased. <i>Private facilities have improved their conversion levels while the same has decreased for the City.</i>	Improve
Current Membership	23%	30%	Fourth	Fifth	Improve
Value for Current Membership— Top Two Box	87%	79%	First	Second	Opportunity

## Barriers to Participation

Findings from both the Current State of Sport and Active Recreation survey, the 2015 Live Active Survey and the Edmonton sub-segment of the 2013 Alberta Recreation Survey can be used to help gauge barriers to participation. The following chart identifies the top barriers from these two sets of survey data. Those barriers with multiple occurrences across the different survey findings are colour coded in the chart (lack of interest/motivation, time, health, and cost).

Top 3 Barriers (Current State of Sport and Active Recreation Survey—2016)	Top 3 Personal Barriers (Live Active Survey—2015)	Top 3 External Barriers (Live Active Survey—2015)	Top 3 Barriers (Alberta Recreation Survey: Edmonton Sub-segment—2013)
Lack of interest	Time	Cost	Too busy with other activities
Age	Health	Location	Too busy with work
Health/injury	Family responsibilities	Availability	Admission/registration fees or other charges for facilities/programs
Lack of time	Motivation	Issues with active transit	Too busy with family
Too lazy	Work	Motivation	Recreational facilities/areas are overcrowded

### Legend (barriers with multiple mentions across the findings identified)

*Red:* Lack of interest as a barrier.

*Green:* Lack of time as a barrier.

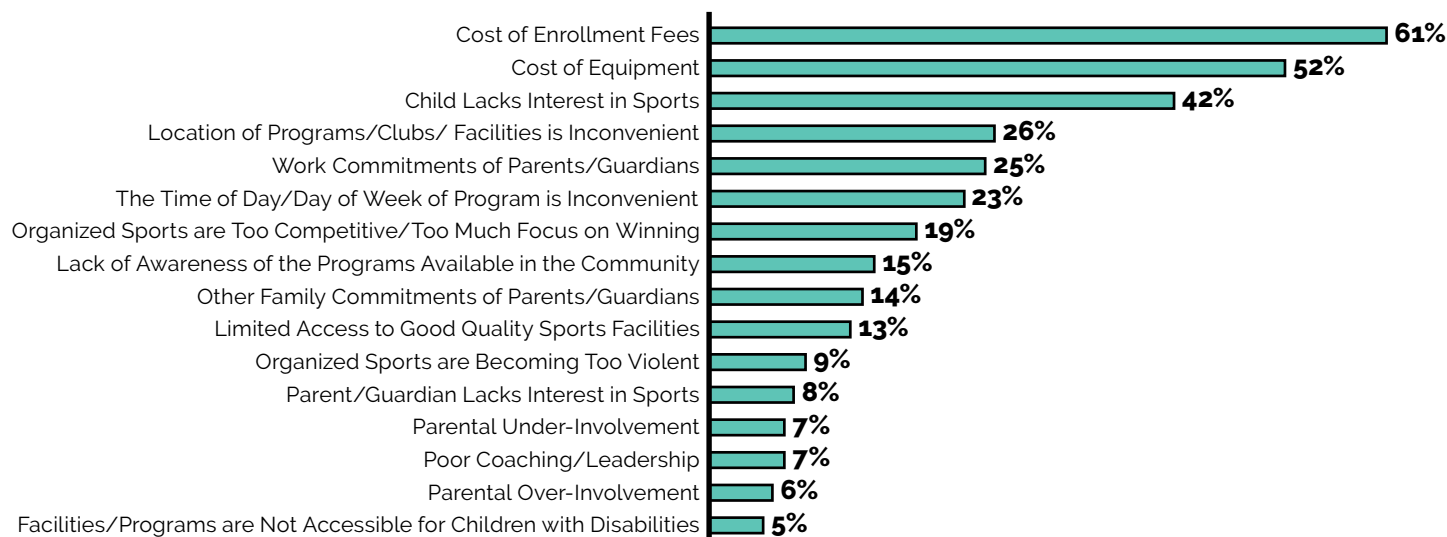
*Blue:* Health issues as a barrier.

*Purple:* Cost/affordability as a barrier.

The following graphic adapted from the **2014 CIBC – KidSport Report** also reflects barriers specific to participation in sport for 3 to 17 year olds in Canada. As reflected in the graph, the cost of enrollment, the cost of equipment, and a lack of interest were identified as the top 3 barriers.

### Barriers to Participation

CIBC – KidSport 2014 Study





## Trends in Seniors Recreation

The City's **Seniors Centres of the Future Strategy** identified a number of key characteristics and dynamics that are likely to impact future use of, and demand for, senior's facilities and programming. This research also helps understand senior's recreation preferences and trends at a broader level. The chart follow summarizes the key factors identified in the Strategy document.

Influencing Factor	Description
Ageism	Common narratives that pit the "frail older senior" against the "independent successful senior" leave no middle ground for the complexity of ageing. The negative stigma attached to seniors centres as places for older individuals can cause a significant barrier for Baby Boomers (people born between 1946 and 1964) who do not perceive themselves as "old" and resist being associated with the term "senior".
Target Demographic	The majority of current seniors centre users are between the ages of 75 and 84 and are primarily single or widowed women. The changing nature of family and retirement, stigmas around ageing, and perceptions of seniors centres as places where 'old' people play cards, prevent Baby Boomers (people born between 1946-1964) from using seniors centres.
Cultural Diversity	The seniors demographic has the widest possible range of socio-economic situations, cultural and language backgrounds, family dynamics, life experience, sexualities, and physical and mental capabilities. Facilities and programming must avoid grouping all seniors together and ensure that diversity of opportunities exist.
Intergenerational Programming	Many seniors, particularly younger cohorts, are seeking intergenerational opportunities.
Seniors Centres as Community "Hubs"	Currently some seniors centres act as a hub for a spectrum of services, but only for the seniors demographic. Research suggests that seniors centres as community hubs could be a way to prevent social exclusion of seniors and more fully embed multi-generational programming and other services in the centre. Re-visioning senior's centres as community hubs extends existing programs and services to all community members, providing a central location at the community level.
Social Inclusion	Social isolation and loneliness are critical concerns for the ageing population. In Edmonton, the 2015 Older Adult Needs Assessment found a third of respondents indicated they faced barriers to social interactions. While senior's centres can play a key role in providing social engagement and connection, variety in programming, more integration of technology and improved communication and partnerships with other organizations will need to increase.
Volunteer Programs	The nature of volunteerism is changing and many older adults are increasingly seeking project-based opportunities related to their experience and interests. Interests within seniors cohorts are also diverse and volunteer opportunities will need to take into account changes in the interests of younger older adult cohorts (e.g. increased willingness to travel)/
Health and Wellness	Seniors centres have a deep understanding of the connections between physical and mental health and social and emotional wellbeing. As such, they straddle both the social service and healthcare sectors. Health conditions tend to become more complex as people age, and as life expectancy continues to increase, senior's centres will become more integral to the broader continuum of care.
Partnership and Collaboration	Partnerships and collaboration are seen as the way to facilitate more comprehensive supports, minimize duplication and maximize resources. However, issues of capacity and leadership as well as concerns about the complex and time-consuming nature of partnership work were raised as concerns to be addressed.
Capacity and Quality	Seniors centres of the future will embrace collaboration, accountability, creativity and responsiveness. Research suggests that while flexibility and adaptability are needed in the future, so too is the need for stable and reliable service delivery and strong leadership and planning. The research suggests the best way to achieve this balance is with a solid best-practice framework that defines what is possible, while allowing organizations to respond according to community need and organizational interest.

## 08

# Leading Practices and Trends: Infrastructure

## Included in this section:

- Overarching trends and leading practices in recreation infrastructure.
- Infrastructure benchmarking (comparative analysis).
- Approaches used by other municipalities.

## Summary Highlights and Key Findings

- The City provides the majority of recreation facility types at similar levels to its comparators.
- The City is well aligned with most leading practices in recreation facility provision, including: a focus on multi-use spaces, integrating indoor and outdoor spaces, and the provision of social amenities.
- Cities across the world are looking to “push the envelope” and challenge traditional thinking about the types of amenities and components that should be clustered in recreation facilities.

## Trends and Leading Practices

Provided as follows is a synopsis of pertinent trends and leading practices in recreation infrastructure.

## Concerns over Aging Infrastructure

The recently released **Canadian Infrastructure Report Card**<sup>1</sup> included an assessment and analysis of the state of sport and recreation facilities in Canada. The report revealed a number of concerns and issues that will impact the delivery of sport and recreation infrastructure over the next number of years. Key findings from the report included the following.

- The Report Card demonstrates that Canada's infrastructure, including sport and recreation facilities, is at risk of rapid deterioration unless there is immediate investment.
- The average annual reinvestment rate in sport and recreation facilities is currently 1.3% (of capital value) while the recommended target rate of reinvestment is 1.7% – 2.5%.
- Almost 1 in 2 sport and recreation facilities are in 'very poor,' 'poor,' or 'fair' condition and need repair or replacement.
- In comparison to other municipal infrastructure assessed in the Report Card, sport and recreation facilities were in the worst state and require immediate attention.
- The Report Card indicated that the extrapolated replacement value of sport and recreation facilities in 'poor' or 'very poor' condition is \$9 billion while those in 'fair' condition require \$14 billion.

1 [http://www.canadainfrastructure.ca/downloads/Canadian\\_Infrastructure\\_Report\\_2016.pdf](http://www.canadainfrastructure.ca/downloads/Canadian_Infrastructure_Report_2016.pdf)

## The Evolution of Recreation Facilities

- \* Also see leading practices in Section 9 for additional content on multi-use facilities, support amenities, and integration with outdoor facilities

Over the past 30-40 years, there has been a continued evolution in how recreation facilities are sited, designed and operated. This evolution can be summed up as follows:

**1st Generation of Facilities (pre- 1990's):** *stand-alone, mostly single-purpose*

**2nd Generation of Facilities (early 2000's and ongoing to some degree):** *large, multi-component/multi-purpose, often with integration into community park spaces and/or school sites*

**3rd Generation of Facilities (ongoing):** *retrofit/renewal of 1st generation facilities, often with a focus on adding amenity spaces and aesthetic enhancements*

Recreation facility providers are additionally becoming increasingly aware of the need for, and benefits of, ongoing life cycle budgeting. This practice involves putting away annual contributions for future facility upgrades and renewal.

## Multi-Use Spaces

Recreation facilities are increasingly being designed to accommodate multiple activities and to encompass a variety of different components. The benefits of designing multi-use spaces include the opportunity to create operational efficiencies, attract a wide spectrum of users, and procure multiple sources of revenue. Providing the opportunity for all family members to take part in different opportunities simultaneously at the same location additionally increases convenience and satisfaction for residences.

Creating spaces within a facility that are easily adaptable and re-configurable is another growing trend observed in many newer and retrofitted facilities. Many performing arts venues are being designed in such a manner that staging, seating, and wall configurations can be easily changed as required. Similarly, visual arts spaces such as studios and galleries are being designed in a manner that allows them to be used for a multitude of different art creation and display purposes. Gymnasium spaces and field house facilities are being designed with adjustable barriers, walls, bleachers, and other amenities that can be easily set-up or removed depending on the type of activity or event.

## Integrating Indoor and Outdoor Environments

An increasingly important concept in recreation infrastructure planning is to ensure that the indoor environment interacts seamlessly with the adjacent outdoor environment. This can include such ideas as public event spaces, indoor/outdoor walking trails, indoor/outdoor child play areas, and indoor/outdoor public art. Although there are a number of operational issues that need to be considered when planning indoor/outdoor environments (e.g. cleaning, controlled access, etc.) the concept of planning an indoor facility to complement the site it is located on (and associated outdoor amenities included) as well as the broader community parks and trail system is prudent and will ensure the optimization of public spending on both indoor and outdoor recreation and culture infrastructure. Integrating indoor and outdoor environments can be as "simple" as ensuring interiors have good opportunities to view the outdoors.

## Ensuring Accessibility

Many recreation providers are placing an emphasis on ensuring that facilities are accessible to residents of all ages, interests, cultural backgrounds and social-economic backgrounds. Increasingly, facilities are being designed and programmed to meet a broad range of recreational needs and include a mix of activity spaces and support amenities.

Incorporating mobile technologies, rest spaces, child-friendly spaces, crafts areas, and educational multi-purpose rooms for classes and performances are specific examples of how facility design and operations has evolved to focus on accessibility. Accessibility guidelines set by governments, as well as an increased understanding of the needs of different types of visitors is also fueling this trend. Advances in technology provide further opportunities to create inclusive and accessible spaces through the sharing of information and promotion of specific recreational opportunities that are designed to meet needs of groups and/or individuals that may face barriers to participation.

## Quality Design, Aesthetics, and Creating a Sense of "Place"

Recreation facility providers are increasingly placing an emphasis on developing facilities that are attractive, warm and appealing for a wide cross section of residents. Doing so can help increase visitation and the overall perception of a facility or even the activities that take place in that facility. Integrating public art, natural light and open design concepts can help achieve these ends and ensure that patrons feel "at home" in a facility. Quality design can also help create a sense of place in a facility and reflect the desired "feel" and values of a community.

## Revenue Generating Spaces

Facility operators of community facilities are being required to find creative and innovative ways to generate the revenues needed to both sustain current operations and fund future expansion or renovation projects. By generating sustainable revenues outside of regular government contributions, many facilities are able to demonstrate increased financial sustainability and expand service levels.

Lease spaces provide one such opportunity. Many facilities are creating new spaces or redeveloping existing areas of their facility that can be leased to food and beverage providers and other retail businesses. Short term rental spaces are another major source of revenue for many facilities. Lobby areas, programs rooms, and event hosting spaces have the potential to be rented to the corporate sector for meetings, team building activities, holiday parties, and a host of other functions.

The sale of naming rights for entire facilities or specific amenities within a facility provide another potential revenue generation opportunity. The potential for this source of revenue is dependent on a number of factors which include the catchment area of the facility, profile of the facility and market landscape (i.e. economic factors, history of naming right sales in the market, etc.).

## Social Amenities

The inclusion of social amenities provides the opportunity for multi-purpose community recreation and culture facilities to maximize the overall experience for users as well as to potentially attract non-traditional patrons to the facility. Examples of social amenities include attractive lobby areas, common spaces, restaurants and cafeterias, spectator viewing areas, meeting facilities, and adjacent outdoor parks or green space. It is also becoming increasingly uncommon for new public facilities, especially in urban areas, to not be equipped with public wireless Internet.

Another significant benefit of equipping facilities with social amenities is the opportunity to increase usage and visitation to the facility during non-peak hours. Including spaces such as public cafeterias and open lobby spaces can result in local residents visiting the facility during non-event or non-program hours to meet friends or is simply a part of their daily routine. Many municipalities and non-profit organizations have encouraged this non-peak hour use in order to ensure that the broader populace perceives that the facility is accessible and available to all members of the community.

## Other Important Leading Practices

Other notable infrastructure leading practices identified through the research and background document review include:

- **Integration of green technologies into new facility projects and retrofits of existing facilities** (examples: co-generation and solar power).
- **Integration of unique amenities/attractions into "traditional" recreation facilities** (examples: rooftop artificial ski slope, rooftop skate parks, and graffiti walls).
- **Indoor/outdoor combination walking trails** (trail loops that include both indoor and outdoor portions and support amenities).
- **Increased focus on ensuring active transportation options exist for residents to access recreation facilities and spaces** (examples: integration of trail development into recreation facility sites, bike stands at facilities).
- **Mixed use, beyond commercial use** (examples: affordable housing, seniors housing, medical office use).

## Infrastructure Benchmarking

The following charts reflect a comparative analysis of recreation infrastructure in Edmonton to three other Canadian cities (Calgary, Ottawa, and Winnipeg). The comparative analysis includes facilities/amenities provided by the City or a supported partner organization unless noted otherwise. It is also important to note that this information only reflects the overall quantity of the facility type and does not account for other contextual factors, which include: quality of facilities, service delivery models, local and regional dynamics, etc.

Edmonton is fairly consistent with the benchmarking communities when it comes to the provision ratios for cricket pitches, curling rinks, and indoor fields. Relatively, Edmonton has less ice arena sheets and outdoor pools while providing relatively more artificial turf fields, ball diamonds, and sports fields compared to the benchmarking municipalities.

Sources: *City of Calgary Sport Field Study (2016)*, *City of Winnipeg Athletic Field Review "What We Heard Report"*, *Comparative Research & Analysis Summary Report (conducted in 2014 for the Edmonton Active Recreation and Sport Policy)*, *Benchmarking research provided by the City of Toronto*, *City of Saskatoon Recreation and Parks Master Plan*, *Scona Pool Draft Business Case (2016)*.

Facility/Amenity Type	Calgary	Ottawa	Winnipeg	Edmonton	Average
Population (2016 Statistics Canada Census)	1,239,220	934,243	705,244	932,546	<b>952,813</b>
Artificial Turf Fields (# of fields)	177,031 (7)	155,707 (6)	176,311 (4)	116,568 (8)	<b>152,450 (6)</b>
Baseball Diamonds (# of fields)	2,659 (466)	3,301 (283)	1,881 (375)	1,167 (799)	<b>1,982 (481)</b>
Cricket Pitches	177,031 (7)	233,561 (4)	88,156 (8)	155,424 (6)	<b>152,450 (6)</b>
Curling Rinks (# of facilities)*	123,922 (10)	58,390 (16)	41,485 (17)	84,777 (11)	<b>70,579 (14)</b>
Ice Arenas (# of ice sheets)	26,366 (47)	17,627 (53)	24,319 (29)	29,142 (32)	<b>23,526 (40)</b>
Indoor Artificial Turf Fields (not boarded)	—	—	—	932,546 (1)	<b>952,813 (1)</b>
Indoor Aquatics Facilities	103,268 (12)	44,488 (21)	54,250 (13)	44,407 (21)	<b>56,884 (17)</b>
Outdoor Pools	154,903 (8)	103,805 (9)	70,524 (10)	186,509 (5)	<b>119,102 (8)</b>
Rectangular Sport Fields (# of fields)	1,534 (808)	2,518 (371)	1,326 (532)	833 (1,119)	<b>1,398 (682)</b>

**Provision Ratio:** The numbers not in brackets indicate the # of residents per one facility/amenity.

**Overall Quantity:** The number in (brackets).

\*There are 11 curling facilities in Edmonton, none of which are operated by the City; however, five are located on City-owned land. Curling rinks for the benchmarking communities are tallied in a similar fashion as most curling facilities are not operated by municipalities.

## 09

# Leading Practices: Service Delivery, Policy, and Planning

## Included in this section:

- Identification of leading practices in the following areas:
  - » Partnerships
  - » Social inclusion
  - » Performance measurement and use of data
  - » Internal capacity development
  - » The promotions and marketing of recreation opportunities

Summarized in this section are a number of leading practices in overall recreation service delivery, policy, and planning. As with previous trends and leading practices sections of this report, the information presented in this section has been gathered from a variety of sources, including a review of available national and provincial research data, local (Edmonton and regional) recreation and related study documents, research conducted during the pre-start-up phase of the 2020 – 2040 RFMP project and additional sources of information available through the consulting team's database.

## Summary Highlights and Key Findings

The implications of leading practices in service delivery, policy and planning for CRFMP include:

- Partnerships continue to be critical in the provision of recreation opportunities.
- Social inclusion is a key focus for many public sector recreation service providers.
- There is an increasing use of data in recreation service provision. The collection of information is becoming more important in the decision making process at both the operational and strategic levels.

## Partnerships

Partnerships in the provision of recreation continue to be important and in many cases are becoming more prevalent. These partnerships can take a number of forms, and include government, non-profit organizations, schools and the private sector. While the provision of recreation and culture services has historically relied on municipal levels of the government, many municipalities are increasingly looking to form partnerships that can enhance service levels and more efficiently lever public funds.

Examples of partnerships include facility naming and sponsorship arrangements, lease/contract agreements, the contracted operation of spaces, entire facilities, or delivery of programs. According to one study<sup>1</sup>, over three-quarters (76%) of Canadian municipalities work with schools in their communities to encourage the participation of municipal residents in physical activities. Just under half of Canadian municipalities work with local non-profits (46%), health settings (40%), or workplaces (25%) to encourage participation in physical activities amongst their residents. Seventy-six percent (76%) of municipalities with a population of 1,000 to 9,999 to 80% of municipalities over 100,000 in population have formed agreements with school boards for shared use of facilities. In fact, since 2000, the proportion of municipalities that have reported working with schools, health settings, and local non-profit organizations has increased by 10% to 20%.

In recent years, increased partnerships among regional municipalities are also becoming more prevalent. These partnerships can take multiple forms and are often founded on the basis of increased efficiency and to avoid the duplication of facilities. Types of regional partnership include:

- **Per capita cost sharing contributions** (contributions to a regional entity or main provider of services based on a per capita share of the overall regional population).
- **Facility operations cost sharing** (operational costs for a facility or multiple facilities are shared by two or more regional municipalities).
- **Facility capital contributions** (contributions towards the capital project cost by multiple municipalities).
- **Joint ownership** (a facility or multiple facilities are owned by an entity consisting of two or more municipalities).

## Social Inclusion

The concept of social inclusion has increasingly become a key focus area for many recreation service providers, especially the municipal sector. While always an important issue, its significance has risen as communities have become more diversified through immigration. Social inclusion is about making sure that all children and adults are able to participate as valued, respected, and contributing members of society. It involves the basic notions of belonging, acceptance, and recognition. For immigrants, social inclusion would be manifested in full and equal participation in all facets of a community including economic, social, cultural, and political realms. However the concept of social inclusion goes beyond including "outsiders" or "newcomers." In fact, social inclusion is about the elimination of the boundaries or barriers between "us" and "them."<sup>2</sup> There is a recognition that diversity has worth unto itself and is not something that must be overcome<sup>3</sup>. Recreation continues to be utilized as an important social inclusion mechanism as it provides an environment to bring together residents of different backgrounds.

1 "Municipal Opportunities for Physical Activity" Bulletin 6: Strategic partnerships. 2010. Canadian Fitness & Lifestyle Research Institute.

2 Omidvar, Ratna, Ted Richmand (2003). Immigrant Settlement and Social Inclusion in Canada. The Laidlaw Foundation.

3 Harvey, Louise (2002). Social Inclusion Research in Canada: Children and Youth. The Canadian Council on Social Development's "Progress of Canada's Children".



## Performance Measurement and the Use of Data

Recreation service providers are increasingly using data to measure performance and inform decision making in many areas of recreation delivery including overall infrastructure provision, program planning, staffing levels and marketing/communications. In the Pathways to Wellbeing 2015 Framework jointly published by the Interprovincial Sport and Recreation Council and the Canadian Parks and Recreation Association, "outcome driven" and "fact-based" decision making are identified as key principles of recreation in Canada. Similarly, Alberta's Foundations for Action report identified quality assurance as a key action area to meet the increasing demands for accountability and an outcomes approach to recreation and parks (ARPA Vision 2015).

This shift is especially relevant for municipal providers whose services rely on public resources allocated based on outcome driven performance measures. The use of data not only measures for increased operational efficiency, but can also demonstrate continuous improvements in service delivery. Performance measurement has become increasingly accessible for municipalities and other recreation, parks, and culture providers with the development of quality management tools, evaluation frameworks, and accreditation systems. In Alberta, the Alberta Recreation & Parks Association provides the online resource, Excellence Series, which provides a suite of analytical and benchmarking data services. The introduction of the Canadian Parks and Recreation Association professional development program will provide professional certification for recreation practitioners. In addition, many municipalities are also investing in staff resources to support the use of these tools. It is now increasingly common for many mid-sized and larger municipalities to have business analysts and research professionals specific to recreation and related services.

## Developing Internal Resources and Capacity

To build internal capacity for recreation delivery, the provision of resources, expertise, and knowledge translation opportunities are needed to provide recreational services within the community. Internal capacity can be achieved by hiring staff with appropriate expertise in recreation provision and by ensuring these staff members have opportunities for ongoing professional development. Internal knowledge development is essential to ensuring that recreation and parks benefits are understood and enhanced.

Professional development in recreation and parks includes attending conferences (e.g. Alberta Recreation and Parks Association Annual Conference, National Recreation and Parks Association Conference (USA), Athletic Business Conference), attaining pertinent certification (e.g. High Five certification), and participating in other learning and education opportunities (e.g. ongoing trends scanning and research/literature review).

While there are financial implications to enabling professional development, the right opportunities can significantly strengthen the delivery system and ensure appropriate internal recreation delivery capacity. This will ensure that all stakeholders are aware of emerging trends as well as any changes in physical and social environments impacting the provision of recreation and parks.

A combination of reallocating existing resources and investing new resources is needed to achieve incremental benefit and continuous improvement towards increased levels of individual participation, visitation and use of recreational facilities, and overall community health and physical activity.

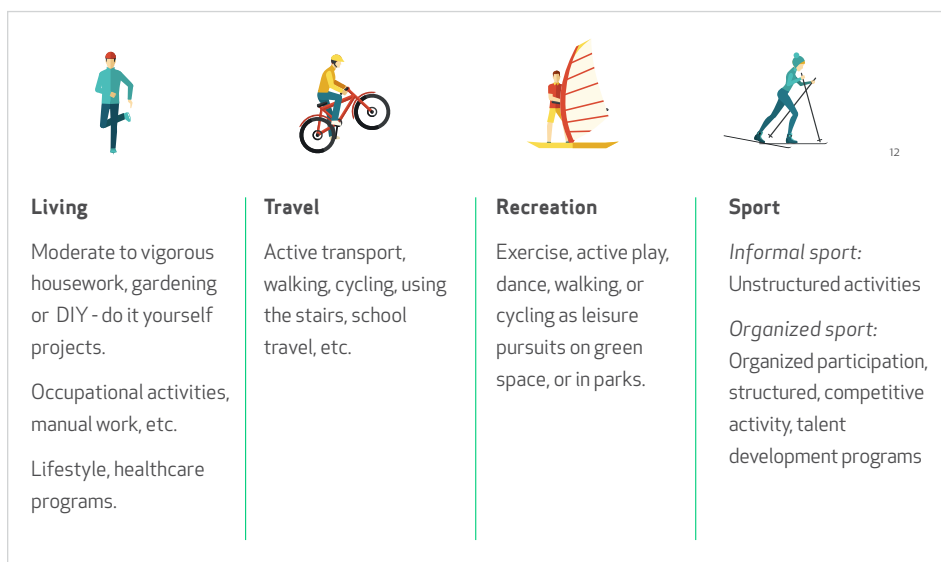
## Promoting and Marketing Recreation Opportunities

Recreation, parks, and culture services and opportunities enhance the quality of life of both residents and visitors within the community. Although the many benefits of these essential services are apparent to all who participate, they may not be commonly shared throughout the entire community. Therefore, the promotion and marketing of opportunities and the community benefit/social good they lead to is vital to encourage wider participation and reinforce its value as essential, valued services worthy of continued public investment.

Promotion and marketing efforts of municipal recreation, parks, and culture service providers varies through the province. Some municipalities do not focus on benefits and motivational messaging and simply share opportunities available while others attempt to increase awareness and motivation. Common tools include social media, web based, and television/radio advertisement. More involved methods, such as community participation challenges or target marketing via email lists and other online engagement platforms is also occurring. The Framework for Recreation in Canada clearly indicates recreation, parks, and culture providers should "develop and implement targeted recreation education campaigns that increase knowledge about how recreation contributes to enjoyment and quality of life, and help people acquire the skills and attitudes they need to plan for making recreation a part of their lives."

## Live Active Strategy 2016-2026

The City's Live Active Strategy is a key policy document and a leading practice for the strategic delivery of comprehensive and balanced recreation, sport and leisure pursuits. The following image illustrates the spectrum of activity that the City recognizes as important when providing healthy living opportunities for residents.



The Live Active Strategy also articulated the following Vision and Mission statements:

**Vision:** *A healthy, vibrant Edmonton in which people embrace active lifestyles that improve their individual well-being as well as that of their families, neighbourhoods and communities.*

**Mission:** *To encourage Edmontonians to become passionate about, and committed to, physical activity throughout their lives. Regardless of their age, gender or background, Edmontonians participate across the spectrum of active living, active recreation and sport activities to the level of their ability throughout all seasons.*

The Live Active Strategy includes four strategic goals and six desired outcomes that are aligned with the Vision and Mission.

### Strategic Goals

#1: By developing their physical literacy, Edmontonians continuously develop their competence, confidence and motivation to be active.

#2: Edmontonians remain physically active throughout their lives.

#3: All Edmontonians have quality opportunities to realize their individual potential for physical activity in our community.

#4: Partners and individuals share a commitment to create a vibrant active living, active recreation and sport ecosystem in Edmonton, encompassing a diversity of quality activities and experiences that reflect the engagement of those who participate in, and use, the system.

### Desired Outcomes:

#1: All Edmontonians, regardless of age, ability, background or income level, are empowered to participate in active living, active recreation and sport activities.

#2: Educational and communications strategies and initiatives encourage, inform and motivate Edmontonians to develop physical literacy through all stages of life.

#3: A collaborative working environment is rooted in a shared commitment to innovation and excellence and enables partners to work together toward common objectives.

#4: All sectors (public, private, non-profit) align to efficiently develop and support resources, facilities and programs for quality active living, active recreation and sport experiences for all Edmontonians.

#5: Access to spaces and a wide range of facilities (neighbourhood, district, specialty and city wide) enable Edmontonians to enjoy quality experiences across the active living, active recreation and sport spectrum.

#6: Edmonton's infrastructure attracts more provincial, national and international events. These facilities and resources fully support Edmontonians who excel in their chosen activities as they strive to succeed at high-level competitions.

# 10

## Existing Recreation Facility Inventory

### Included in this section:

- Overview of City recreation infrastructure.
- Overview of major recreation infrastructure provided by non-profit organizations and the private sector.
- Summary of major recreation infrastructure types in the Edmonton Metropolitan Region.
- Overview of the replacement value and deferred maintenance for recreation infrastructure in Edmonton (City and partner operated).

### Summary Highlights and Key Findings

The implications of existing recreation facility inventory for CRFMP include:

- The City is responsible for directly providing (operating) a significant inventory of recreation assets, with a replacement value exceeding over \$1B dollars.
- City operated arenas and pools are on average ~40 years old. Many of these facilities have gone through refreshment/renovation/expansion over the past two decades.
- The broader inventory of recreation facilities in the region is extensive and includes 90 arenas, 34 pools and 36 recreation centres.

## Inventory Overview

### City of Edmonton

The following chart provides an overview of recreation facilities and amenities within the City's inventory base. This chart includes those facilities and amenities operated directly by the City as well as those provided through agreements with community partners.

*Examples of partner operated amenities within this inventory count include: ball diamonds, sport fields, gymnasiums, and sport courts (basketball, tennis) located on school sites and available through joint use agreements; sport field sites owned by the City with specified amenities or spaces operated by community organizations (e.g. cricket pitches); and community organization owned facilities that receive ongoing operational support (e.g. Community League halls and Curling Rinks).*

Facility/Amenity	Number of Facilities/Amenities	Description
Ice Arenas	23	There are 23 facilities with 32 ice sheets within the scope of this plan. These facilities are listed as follows: Confederation, Donnan, Kenilworth, The Meadows (2), Michael Cameron, George S Hughes (South Side), Terwillegar (4), Mill Woods (2), Oliver, Tipton, Grand Trunk, Callingwood Twin, Westwood, Castle Downs Twin, Clareview Twin, Londonderry, Glengarry, Russ Barnes, Bill Hunter, Coronation, Crestwood, Downtown Community Arena, Kinsmen Twin Arena (2).
Indoor Aquatics	21	The 21 facilities are shown as follows: A.C.T. Aquatic and Recreation Centre, Bonnie Doon Leisure Centre, Castledowns YMCA, Clareview Community Recreation Centre, Commonwealth Community Recreation Centre, Confederation Leisure Centre, Don Wheaton YMCA, Eastglen Leisure Centre, Grand Trunk Leisure Centre, Hardisty Leisure Centre, Jamie Platz YMCA, Jasper Place Leisure Centre, Kinsmen Sports Centre, Londonderry Leisure Centre, Mill Woods Rec Centre, O'Leary Leisure Centre, Peter Hemingway Fitness & Leisure Centre, Scona Pool, Terwillegar Community Recreation Centre, The Meadows Community Recreation Centre, William Lutsky YMCA .
Ball Diamonds	799	There are 799 total diamonds including 9 Staffed Diamonds, 23 Homebase Diamonds, 101 Premier Diamonds, and 666 Standard Diamonds.
Rectangular Fields	1,119	There are 1,119 total fields including 3 Staffed Fields and 36 Premier Fields.
Cricket Pitches	6	The 6 pitches include: Ivor Dent # 1 Cricket Pitch, Ivor Dent # 2 Cricket Pitch, Mill Woods Park Cricket Pitch, Castle Downs Cricket Pitch, Coronation Park Cricket Pitch, Victoria Park Cricket.
Artificial Turf Fields	8	The 8 fields include: Clarke Field, Commonwealth Stadium Field, Clareview Artificial Turf Field, Mill Woods Park #2 Combo Artificial Turf, Henry Singer # 1 Soccer, Henry Singer # 2 Soccer, Foote Field # 1 Combo Artificial Field, Jasper Place Bowl # 2 Combo.
City Gymnasiums	8	The 8 City facilities with gymnasiums include: Commonwealth Community Recreation Centre (2), Clareview Community Recreation Centre (2), Terwillegar Community Recreation Centre (3), The Meadows Community Recreation Centre (2), St Francis Xavier Sports Centre (1), Central Lions Recreation Centre (1), Northgate Lions Senior Centre (1), A.C.T. Aquatic and Recreation Centre (1).
Fitness Centres	14	The 14 City fitness centres are located in the following facilities: Commonwealth Community Recreation Centre, Clareview Community Recreation Centre, Terwillegar Community Recreation Centre, The Meadows Community Recreation Centre, Mill Woods Rec Centre, St Francis Xavier Sports Centre, Grand Trunk Leisure Centre, Hardisty Leisure Centre, Londonderry Leisure Centre, O'Leary Leisure Centre, Peter Hemingway Fitness & Leisure Centre, Central Lions Recreation Centre, Northgate Lions Senior Centre, Kinsmen Sports Centre.

Facility/Amenity	Number of Facilities/Amenities	Description
Indoor Fields	4 (permanent) 5 (seasonal)	Non-Boarded: <ul style="list-style-type: none"> <li>Commonwealth Community Recreation Centre (~ 0.5 regulation sized field)</li> <li>Foote Field (seasonal)</li> </ul> Boarded: <ul style="list-style-type: none"> <li>East Soccer Centre, West Soccer Centre, and South Soccer Centre (each soccer centre has four boarded surfaces)</li> </ul>
Curling Rinks	11	There are 11 curling facilities in Edmonton (including Edmonton Garrison which is just north of city boundaries). These 11 facilities are as follows: Granite Club, Ellerslie Curling Club, Crestwood Curling Club, Jasper Place Curling Club, Thistle Curling Club, Avonair Curling Club, Derrick Golf and Winter Club, Ottewell Curling Club, Saville Community Sports Centre, Shamrock Curling Club, Edmonton Garrison Memorial Curling Club. Please note that none of these are operated by the City; however, five of them are located on City-owned land (Jasper Place, Crestwood, Thistle, Ellerslie, and Shamrock).
Community League Halls	122	Includes the new Strathearn Community League which is currently under construction.
Cultural Centres	6	The 6 facilities include Clareview Multicultural Centre, Sejong Multicultural Centre, Italian Cultural Centre, Edmonton Scottish Society, Edmonton Intercultural Centre, and Africa Centre.
Seniors Centres	6	The 6 seniors centres are as follows: Sage, Millwoods Senior and Multicultural Centre, West End Seniors Centre, Central Lions Recreation Centre, Northgate Lions Senior Centre, North West Edmonton Seniors Society.
Youth Centres	1	The one youth centre is BGCBIGS - McCauley Club.
Velodromes	1	The one velodrome facility is Argyll Velodrome & BMX, an outdoor venue.
Outdoor Pools	5	The five outdoor pools are Oliver Outdoor Pool, Fred Broadstock Outdoor Swimming Pool, Mill Creek Outdoor Pool, Borden Park Natural Swimming Area, and Queen Elizabeth Outdoor Pool.
Outdoor Ice	7	The seven City-operated outdoor ice amenities are as follows: Meadows Leisure Ice, Castledowns Outdoor Leisure ice, Jackie Parker Outdoor Rink, Hawrelak Park Outdoor Rink, Rundle Park Outdoor Rink, Victoria Park Oval, Victoria Park IceWay Winter Skating Trail.
Outdoor Basketball Courts	88	There are 88 outdoor basketball court locations in Edmonton.
Outdoor Tennis Courts	47	There are 47 outdoor tennis court locations in Edmonton.
Ski Hills	2	The two ski hills in scope are Edmonton Ski Club and Snow Valley Ski Club.
Golf Courses	4	Three of the four in-scope golf course are operated by the City (Rundle Golf Course, Riverside Golf Course, Victoria Golf Course) and the fourth one is located on City-owned land (Mill Woods Golf Course Club).
Athletics Facilities	2	The athletics facility is Rollie Miles Athletic Grounds. Coronation Track

## Other Recreation Infrastructure Providers

While not within the scope of the 2020 – 2040 CRFMP, it is also important to understand the provision of recreation facilities in Edmonton by other organizations (non-profit and private sector). The following chart provides an overview of this provision for selected major facility types.

**Note: A number of the non-profit providers identified in the chart below have received capital funding or other contributions (e.g. land, construction management services) from the City of Edmonton. Therefore a few of these facilities (e.g. Soccer Centres, Foote Field) are also included in the City inventory on the previous page.**

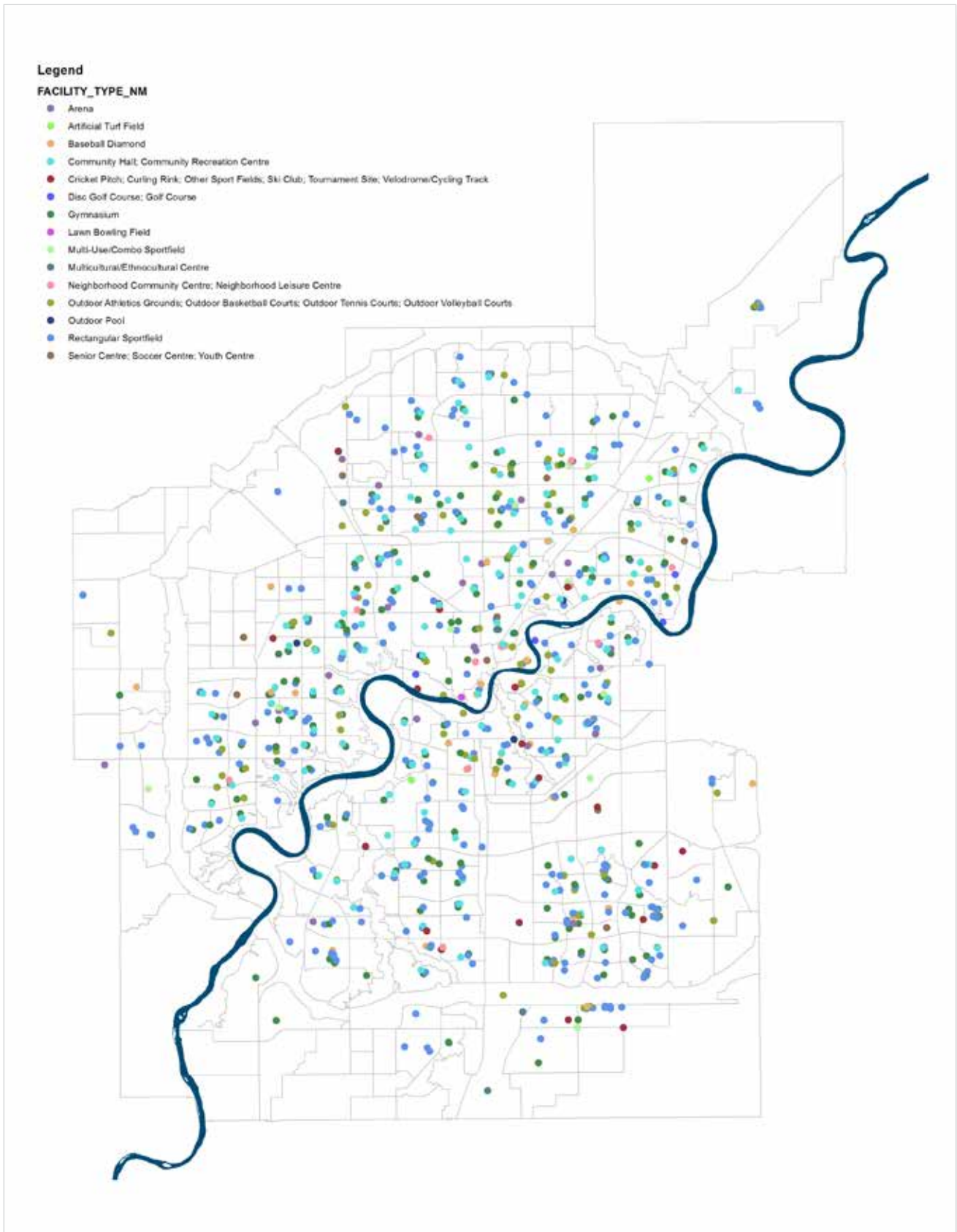
Facility/Amenity	#	Location(s)/Site(s)
Aquatics Facilities	4	Post-Secondary Institutions (4)
Ice Arenas	10	Non-profit: <ul style="list-style-type: none"> <li>Knights of Columbus Arenas (2), Canadian Athletic Club Arena, NAIT Arena, Clare Drake Arena (University of Alberta), Royal Glenora</li> </ul> Private Sector: <ul style="list-style-type: none"> <li>River Cree Resort and Casino complex (located immediately adjacent to Edmonton city limits), West Edmonton Mall, Argyll Arena.</li> </ul>
Indoor Artificial Turf Fields (not boarded)	2	University of Alberta – Foote Field (seasonal only), Victoria Soccer Club
Field Houses (boarded or un-boarded)	12	Edmonton Soccer Centres (West, East and South facilities each have 4 boarded spaces)
Outdoor Artificial Turf Fields	2	Lister Hall Fields and Foote Field,
Recreation Centres	4	University of Alberta (2), MacEwan University, NAIT
Community League Outdoor Ice	115	115 Community Leagues maintain outdoor ice amenities.
Gymnasiums	310+	Post-secondary (e.g. University of Alberta, MacEwan, NAIT), schools (305), other (e.g. Saville Community Sports Centre)
Athletics Facilities	1	<ul style="list-style-type: none"> <li>University of Alberta</li> </ul>

## Summary of Regional Recreation Infrastructure

Summarized in the following chart is an inventory of major recreation infrastructure across the greater Edmonton Metropolitan Region.

Facility Type	City of Edmonton	Regional Municipalities	Other (Non-profit including post-secondary, private sector)	Total
Indoor Aquatics Facilities	21	10	8	<b>39</b>
Ice Arenas (ice sheets)	32	46	12	<b>90</b>
Indoor Artificial Turf Fields (not boarded)	1	0	4	<b>5</b>
Field House (boarded or un-boarded)	0	11	12	<b>23</b>
Outdoor Artificial Turf Fields	8	5	3	<b>16</b>
Recreation Centres	21	7	8	<b>36</b>

For another perspective, the image below illustrates the distribution of recreation facilities and spaces in Edmonton.



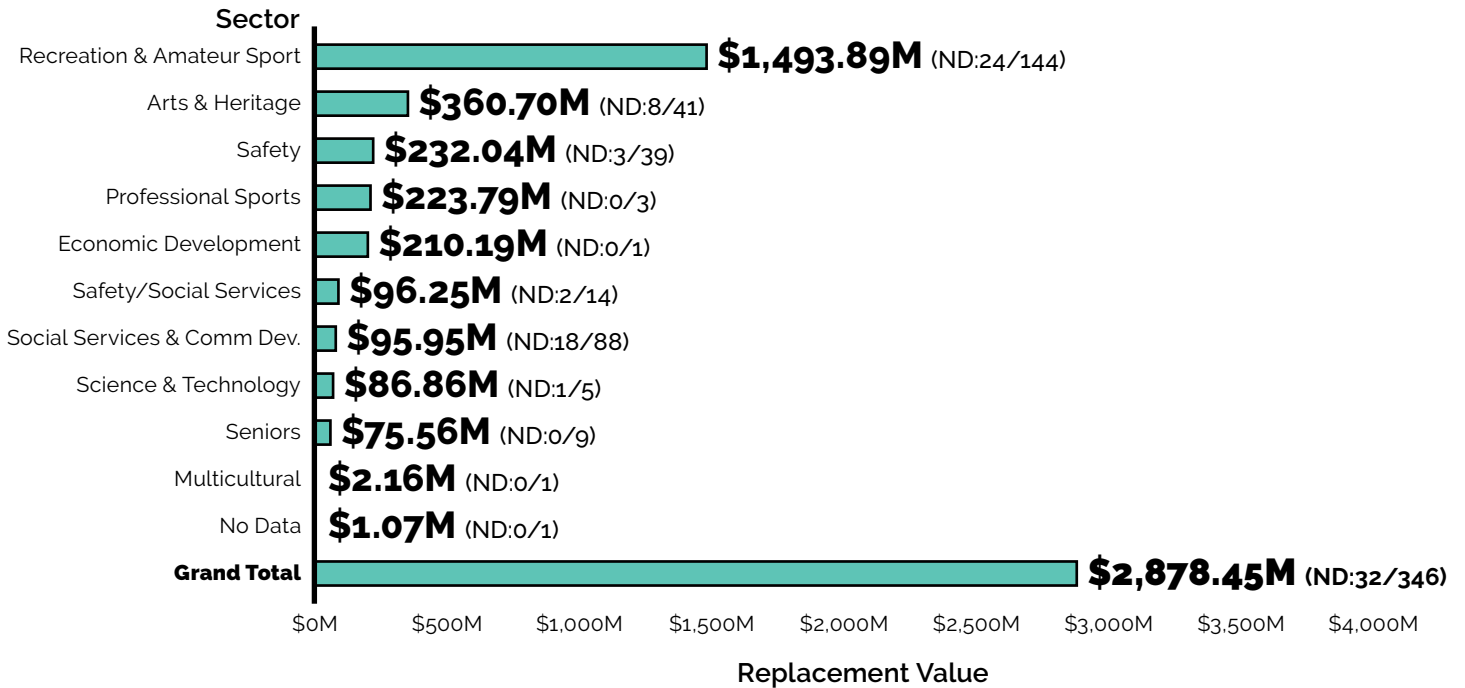


## City and Partner Recreation Facility Assets

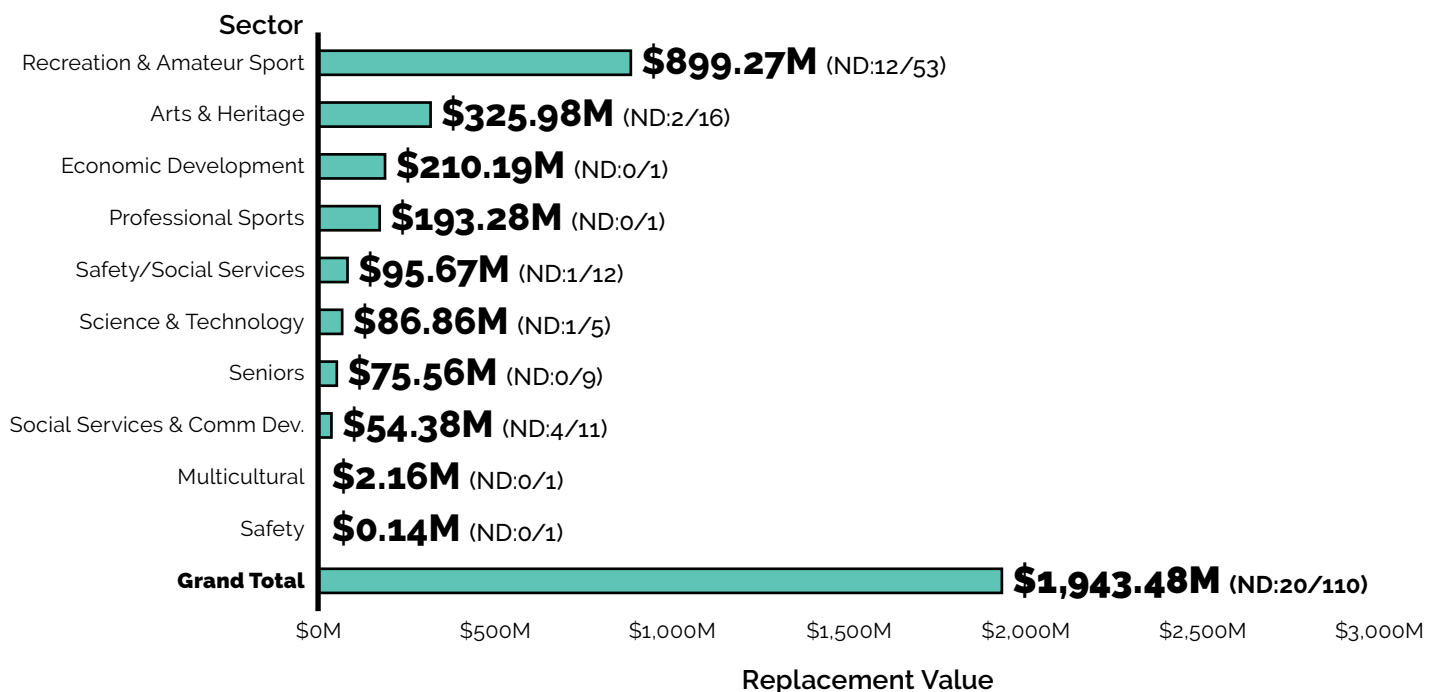
Summarized in the following charts and graphs are additional details on the recreation facility assets of the City and its partner organizations.

*The facilities identified as follows include community and recreation facilities that are in the scope of this planning exercise as well as other types of facilities for overall context.*

## Replacement Value of Citizen Services & Partner-Occupied Facilities



## Replacement Value for 110 Nonprofit Occupied Facilities



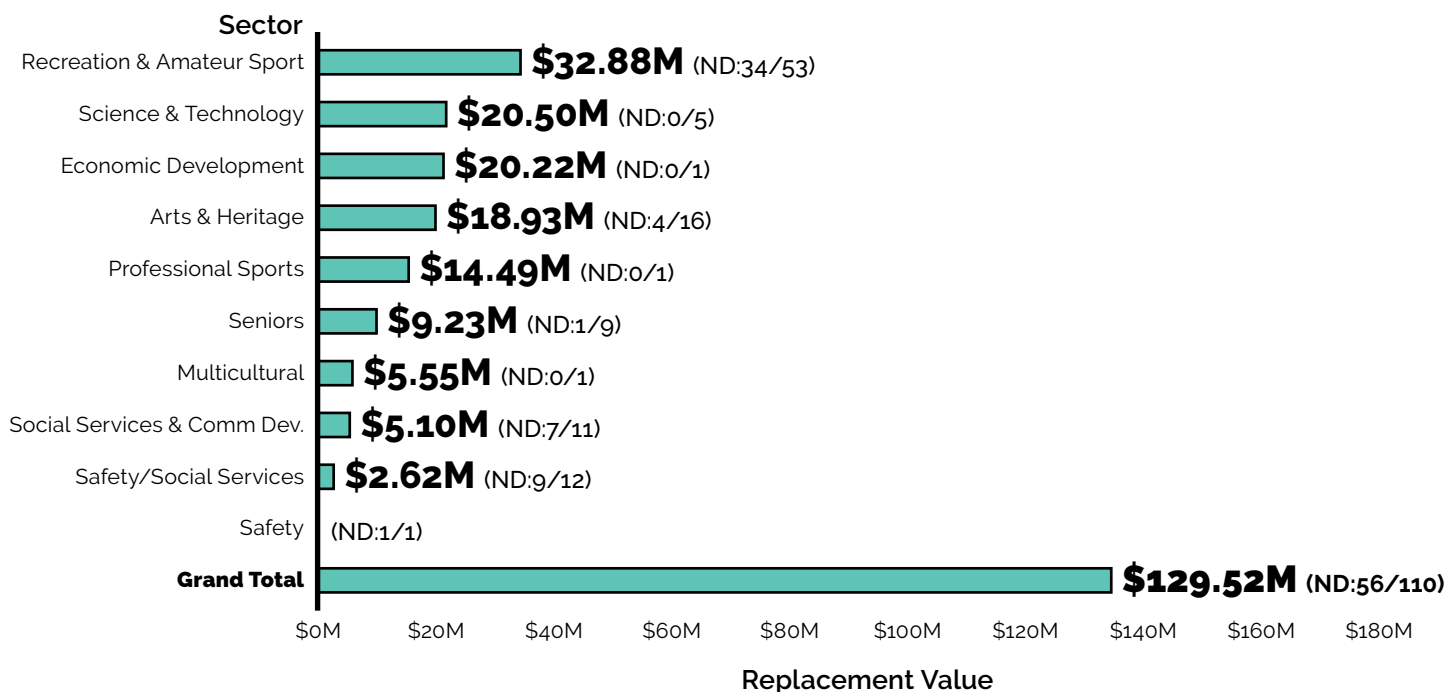
### 110 Non-profit Occupied Facilities

Category	Value	Data From	No Data For
Replacement Value	\$1,934.48M	90 facilities	20 facilities
Deferred Maintenance	\$129.52M	54 facilities	56 facilities

### 58 Non-profit Occupied Facilities

Category	Replacement Value	Data From	No Data For	Deferred Maintenance	Data From	No Data For
Tenant Responsible	\$458.67M	41	13	\$38.46M	15	39
Shared Tenant/City	\$96.35M	4	0	\$1.54M	4	0
<b>Totals</b>	<b>\$555.02M</b>	<b>45</b>	<b>13</b>	<b>\$40.00M</b>	<b>19</b>	<b>39</b>

## Deferred Maintenance for 110 Nonprofit Occupied Facilities



## Service Age and Value of City Ice Arenas

**Total Replacement Value:** \$420M

**Average Age:** 42 years old

**Average In-Service Date:** 1975<sup>1</sup>

Facility Name	Owner	Operator	# of Ice Sheets	In-Service Date	Age	Condition Index	Replacement Value
Bill Hunter Arena	City of Edmonton	City of Edmonton	1	1958	59	B	\$17,604,180
Callingwood Arena	City of Edmonton	City of Edmonton	2	1985	32	C	\$35,631,990
Castle Downs Arena	City of Edmonton	City of Edmonton	2	1989	28	C	\$36,944,720
Clareview Arena	City of Edmonton	City of Edmonton	2	1991	26	B	\$42,880,770
Confederation Arena	City of Edmonton	City of Edmonton	1	1969	48	C	\$14,868,890
Coronation Arena	City of Edmonton	City of Edmonton	1	1961	56	C	\$14,351,120
Crestwood Arena	City of Edmonton	City of Edmonton	1	1959	58	C	\$9,633,660
Donnan Arena	City of Edmonton	City of Edmonton	1	1970	47	C	\$11,066,680
Downtown Community Arena	Oilers Entertainment Group	City of Edmonton	1	2016	1	A	—
George S. Hughes Southside Arena	City of Edmonton	City of Edmonton	1	1958	59	C	\$14,330,200
Glengarry Arena	City of Edmonton	City of Edmonton	1	1970	47	C	\$11,966,240
Grand Trunk Arena	City of Edmonton	City of Edmonton	1	1975	42	C	\$13,273,740
Kenilworth Arena	City of Edmonton	City of Edmonton	1	1959	58	C	\$13,472,480
Kinsmen Arena	City of Edmonton	Kinsmen Club	2	2007	10	C	\$31,699,030
Londonderry Arena	City of Edmonton	City of Edmonton	1	1971	46	C	\$15,271,600
Michael Cameron Arena	City of Edmonton	City of Edmonton	1	1970	47	C	\$11,050,990
MWRC Arena	City of Edmonton	City of Edmonton	2	1970	47	C	\$28,765,000
Oliver Arena	City of Edmonton	City of Edmonton	1	1970	47	D	\$10,941,160
Russ Barnes Arena	City of Edmonton	City of Edmonton	1	1963	54	C	\$14,199,450
Terwillegar Subway Arena	City of Edmonton	City of Edmonton	4	2010	7	A	\$78,491,840
The Meadows Arena	City of Edmonton	City of Edmonton	2	2014	3	A	\$30,431,696.40
Tipton Arena	City of Edmonton	City of Edmonton	1	1970	47	C	\$11,254,960
Westwood Arena	City of Edmonton	City of Edmonton	1	1968	49	C	\$10,841,790

<sup>1</sup> Replacement value and age excludes the Community Arena at Rogers Place.

## Service Age and Value of City Facilities with an Indoor Aquatics Component

**Total Replacement Value:** \$599M

**Average Age:** 39 years old

**Average In-Service Date:** 1978

Facility Type	Facility Name	Amenities	In-Service Date	Condition Index	Replacement Value
Community Recreation Centre	Clareview Community Recreation Centre	Aquatics, Gymnasia	2014	A	\$61,484,166
Community Recreation Centre	Commonwealth Community Recreation Centre	Aquatics, Gymnasia, Field House	1978	A	\$71,078,490
Community Recreation Centre	Kinsmen Sports Centre	Aquatics, Athletics Facility	1971	C	\$92,982,600
Community Recreation Centre	Terwillegar Community Recreation Centre	Aquatics, Gymnasia	2010	A	\$86,075,982
Community Recreation Centre	The Meadows Community Recreation Centre	Aquatics, Gymnasia	2014	A	\$73,170,737.28
Neighbourhood Leisure Centre	A.C.T.	Aquatics	1975	C	\$27,029,718
Neighbourhood Leisure Centre	Bonnie Doon Leisure Centre	Aquatics	1966	C	\$8,502,588
Neighbourhood Leisure Centre	Confederation Leisure Centre	Aquatics	1973	C	\$14,548,770
Neighbourhood Leisure Centre	Eastglen Leisure Centre	Aquatics	1960	C	\$7,452,486
Neighbourhood Leisure Centre	Grand Trunk Leisure Centre	Aquatics	1975	C	\$26,170,114.68
Neighbourhood Leisure Centre	Hardisty Leisure Centre	Aquatics	1975	C	\$7,928,964
Neighbourhood Leisure Centre	Jasper Place Leisure Centre	Aquatics	1963	C	\$12,471,696
Neighbourhood Leisure Centre	Londonderry Leisure Centre	Aquatics	1979	C	\$16,639,722
Neighbourhood Leisure Centre	Mill Woods Rec Centre	Aquatics	1979	C	\$60,138,000
Neighbourhood Leisure Centre	O'Leary Leisure Centre	Aquatics	1962	C	\$11,194,920
Neighbourhood Leisure Centre	Peter Hemingway Fitness & Leisure Centre	Aquatics	1970	C	\$15,654,384
Neighbourhood Leisure Centre	Scona Pool	Aquatics	1957		\$6,666,066
Partner Operated	Castle Downs YMCA	Aquatics			
Partner Operated	William Lutsky YMCA	Aquatics			
Partner Operated	Jamie Platz YMCA	Aquatics			
Partner Operated	Don Wheaton YMCA	Aquatics			

## Service Age of City Operated Gymnasia Spaces

Average In-Service Date: 2008

Location	Name	In-Service Date
Clareview Community Recreation Centre	Gymnasium 1A	2014
Clareview Community Recreation Centre	Gymnasium 1	2014
Clareview Community Recreation Centre	Gymnasium 2	2014
Clareview Community Recreation Centre	Gymnasium 2B	2014
Clareview Community Recreation Centre	Gymnasium 2A	2014
Clareview Community Recreation Centre	Gymnasium 1B	2014
Commonwealth Community Recreation Centre	Entire Gymnasium	1978
Commonwealth Community Recreation Centre	Gymnasium East Half	1978
Commonwealth Community Recreation Centre	Gymnasium West Half	1978
Terwillegar Community Recreation Centre	Flexi-Hall Gym 2	2010
Terwillegar Community Recreation Centre	Flexi-Hall Gym 1	2010
Terwillegar Community Recreation Centre	Flexi-Hall Gym 1 East Half	2010
Terwillegar Community Recreation Centre	Flexi-Hall Gym 2 West Half	2010
Terwillegar Community Recreation Centre	Flexi-Hall Gym 3 West Half	2010
Terwillegar Community Recreation Centre	Flexi-Hall Gym 3	2010
Terwillegar Community Recreation Centre	Flexi-Hall Gym 1 West Half	2010
Terwillegar Community Recreation Centre	Flexi-Hall Gym 3 East Half	2010
Terwillegar Community Recreation Centre	Flexi-Hall Gym 2 East Half	2010
The Meadows Community Recreation Centre	West Gymnasium	2014
The Meadows Community Recreation Centre	East Gymnasium	2014
The Meadows Community Recreation Centre	East Gymnasium 2	2014
The Meadows Community Recreation Centre	East Gymnasium 1	2014
The Meadows Community Recreation Centre	West Gymnasium 2	2014
The Meadows Community Recreation Centre	West Gymnasium 1	2014
St Francis Xavier Sports Centre	Gym 3	2010
St Francis Xavier Sports Centre	Gym 2	2010
St Francis Xavier Sports Centre	Gym 1	2010
A.C.T.	Gymnasium	1975
Central Lions Recreation Centre	Gym	1966
Northgate Lions Senior Centre	Auditorium	1974

# 11

## Current Recreation Facility Usage

### Included in this section:

- Summary of available facility utilization data and indicators for key facility types.

Summarized in this section is available facility utilization data for major recreation facility and amenity types (aquatics facilities, ice arenas, sports fields and gymnasiums).

### Summary Highlights and Key Findings

The implications of current recreation facility utilization for CRFMP include:

- City aquatics facility visits increased in 2015 after remaining relatively stable for the previous 3 years.
- Ice arena facility utilization remains over 90% of available capacity. However data indicates that there has been a slow trend downwards in the utilization of City arenas (from 97% of capacity in 2012 to 93% of capacity in 2016).

### Aquatics Facilities Utilization

The following chart provides a five year overview of swim visit to City operated aquatics facilities (does not include partner provided facilities such as the YMCA). Swim visits account for membership and day pass visits and do not take into account lane or facility bookings (e.g. swim club use). As reflected in the chart, swim visits have continued to increase over the past five years.

Year	2012	2013	2014	2015	2016
Swim Visits	4,235,423	4,380,046	4,574,165	5,740,621	5,985,896

From an hourly perspective, City of Edmonton indoor pools were booked for two-thirds of available hours from September 2016 to June 2017.

Facility	Booked Hours	Available Hours	Utilization
A.C.T. Aquatic and Recreation Centre	917	2,214	41%
Bonnie Doon Leisure Centre	1,760	2,214	80%
Clareview Community Recreation Centre	1,617	4,427	37%
Commonwealth Community Recreation Centre	2,164	4,427	49%
Confederation Leisure Centre	4,113	4,427	93%
Eastglen Leisure Centre	1,454	2,214	66%
Grand Trunk Leisure Centre	1,635	2,214	74%
Hardisty Leisure Centre	2,128	2,214	96%
Jasper Place Leisure Centre	2,248	2,214	102%
Kinsmen Sports Centre	4,403	6,641	66%
Londonderry Leisure Centre	1,324	2,214	60%
Mill Woods Rec Centre	2,545	4,427	57%
O'Leary Leisure Centre	2,916	4,427	66%
Peter Hemingway Fitness & Leisure Centre	1,659	2,214	75%
Terwillegar Community Recreation Centre	3,519	4,427	79%
The Meadows Community Recreation Centre	2,169	4,427	49%
<b>Total</b>	<b>36,571</b>	<b>55,338</b>	<b>66%</b>

## Ice Arenas Utilization

The following chart reflects prime time ice bookings (also referred to as "good" ice) at City operated ice arenas. Prime time is defined as Monday – Friday 6 p.m. to 11 p.m. and Saturday – Sunday 8 a.m. to 11 p.m. As indicated in the chart, the City's prime time utilization has consistently been over 90% of available capacity.

Season	2012 – 2013 Utilization	2013 – 2014 Utilization	2014 – 2015 Utilization	2015 – 2016 Utilization	2016 – 2017 Utilization
% of Capacity	97%	96%	94%	95%	93%

## Sports Fields Utilization

Reflected in the following chart are booking hours for City booked sport fields, which includes the majority of school fields in the City. As indicated in the chart, overall booking hours have remained relatively stable with year to year fluctuations which are often influenced by weather.

Type	# of Amenities <sup>A</sup>	2012	2013	2014	2015	2016
Outdoor Artificial Turf Fields	8	5,409.02	5,464.59	5,121.69	5,953.54	7,007.84
Baseball Diamonds	663	41,099.43	40,115.41	43,349.88	40,389.13	41,802.25
Cricket Pitches	4	3,339.00	2,253.00	3,714.25	3,866.23	3,791.50
Lawn Bowling Fields	3					
Multi-Use/Combo Sportfields	48	9,616.83	10,935.19	12,147.00	11,697.65	10,990.50
Other Sport Fields	28	2,903.50	2,398.75	2,320.73	2,550.25	2,486.75
Outdoor Athletics Grounds	2					
Rectangular Sportfields	913	69,843.20	66,442.50	74,805.05	69,361.48	76,411.00
Tournament Sites	4					
<b>Totals</b>	<b>1,671</b>	<b>132,210.98</b>	<b>127,609.44</b>	<b>141,458.60</b>	<b>133,818.28</b>	<b>142,489.84</b>

A The number presented in this chart differ slightly from the overall inventory, as not all existing fields are within the bookings inventory.

Soccer fields were booked for nearly 118,000 hours in 2017 from May to August. The larger the field, the higher the utilization percentage.

Field Type (Size)	Booked Hours	Available Hours	Utilization
Soccer 70 X 50	18	1,341	1%
Soccer 100 X 50	376	11,961	3%
Soccer 150 X 90	16,094	127,892	13%
Soccer 180 X 120	20,111	142,535	14%
Soccer 240 X 180	25,412	154,289	16%
Soccer 300 X 195	27,460	99,378	28%
Soccer 330 X 210	15,641	44,556	35%
Combo	12,878	28,141	46%
<b>Total</b>	<b>117,989</b>	<b>610,093</b>	<b>19%</b>



From May to August 2017, cricket pitches were booked 78% of available hours as shown in the chart.

Pitch	Booked Hours	Available Hours	Utilization
Castle Downs	223	336	66%
Coronation Park	217	403	54%
Mill Woods Park	477	507	94%
Victoria Park	480	538	89%
<b>Total</b>	<b>1,397</b>	<b>1,784</b>	<b>78%</b>

In regard to ball diamonds, over 48,000 hours were booked in the same timeframe (May to August 2017). Similar to soccer fields, larger diamonds have a higher utilization percentage compared to smaller diamonds; there are also less hours available at larger diamonds.

Diamond Type (Outfield Length)	Booked Hours	Available Hours	Utilization
Diamond 100	1,150	59,758	2%
Diamond 150	7,602	85,317	9%
Diamond 200	9,466	65,931	14%
Diamond 225	7,084	45,612	16%
Diamond 250	8,538	40,313	21%
Diamond 275	7,894	55,660	14%
Diamond 300	5,378	18,977	28%
Diamond 350	1,142	2,494	46%
<b>Total</b>	<b>48,254</b>	<b>374,062</b>	<b>13%</b>

Artificial turf fields received 38% utilization from April to October 2017 as shown below. If only May to September is considered, the utilization percentage remains similar (39%).

Field	Booked Hours	Available Hours	Utilization
Clareview Artificial Turf	350	1,289	27%
Clarke Stadium	593	1,056	56%
Jasper Place Bowl	454	1,283	35%
Mill Woods Park Artificial Turf	464	1,308	35%
<b>Total</b>	<b>1,860</b>	<b>4,935</b>	<b>38%</b>

## Gymnasiums Utilization

\* Includes City, Joint Use and Partner Organization gymnasiums.

As reflected in the following chart, gymnasium bookings spiked between 2013 and 2014 but have remained relatively consistent over the past three years.

Year	2012	2013	2014	2015	2016
Hours Booked	72,021	72,714	77,710	78,125	77,313

From September 2016 to June 2017, school gymnasiums were booked for over 55,000 hours of public use, resulting in 62% utilization. The AA gymnasiums were used at 77% of capacity.

Gymnasium Type	Booked Hours	Available Hours	Utilization
AA - Very Large	8,287	10,694	77%
A - Large	8,120	12,556	65%
B - Medium	18,702	27,644	68%
C - Small	9,151	16,230	56%
D - Very Small	11,605	22,521	52%
<b>Total</b>	<b>55,866</b>	<b>89,645</b>	<b>62%</b>

City gymnasiums were near (or at) full capacity from September 2016 to June 2017 as utilization was well over 90% at most facilities.

Facility	Booked Hours	Available Hours	Utilization
A.C.T. Aquatic and Recreation Centre	1,475	1,494	99%
Central Lions Recreation Centre	1,163	1,564	74%
Clareview Community Recreation Centre	3,002	3,124	96%
Commonwealth Community Recreation Centre	1,691	1,778	95%
St Francis Xavier Sports Centre	4,446	4,836	92%
Terwillegar Community Recreation Centre	4,458	4,615	97%
The Meadows Community Recreation Centre	2,593	2,734	95%
<b>Total</b>	<b>18,828</b>	<b>20,144</b>	<b>93%</b>

## Golf Course Utilization

From June to August 2017, the City of Edmonton golf courses averaged over 80% utilization both on weekdays and weekends.

Time	Rundle	Riverside	Victoria	Average
Weekdays - Monday to Thursday 8 AM to 3 PM	74%	88%	89%	84%
Weekend - Friday to Sunday 7 AM to 2 PM	69%	88%	85%	81%

## Outdoor Track and Field Utilization

The track at Rollie Miles was booked for 119 hours in 2017 (May to August) which is 18% of available hours.

Complex	Booked Hours	Available Hours	Utilization
Rollie Miles Athletic Field	119	667	18%

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## A

# Additional Research Files, Documents, and Resources

The following chart identifies a number of additional documents, project files and other resources that were reviewed and used to develop this Current State Report (in addition to the sources identified throughout the Report document). Many of these sources were compiled by the City's Integrated Strategic Development Branch in collaboration with the Community and Recreation Facilities Branch during the pre-start-up phase to the project and initial on-boarding with the consulting team.

Document/Presentation Title	Year	Type of Information							Overview
		Trends	Leading Practices	Environmental Scan (Local Context)	Benchmarking	Population and Demographics	Stakeholder Engagement Findings	Planning Document Summary	
Benchmarking Research	2016 – 2017				✓				Benchmarking research conducted for the City of Toronto's Master Plan and provided to the City of Edmonton
BREATHE: Green Network Context Document (2016)	2016	✓	✓	✓				✓	Context setting document for the BREATHE project. Included an overview of the project purpose, review of background documentation, case studies and information on the desired project outcomes.
BREATHE: Phase 3 Report (2016)	2016	✓		✓		✓	✓		Research background report for the BREATHE project. Includes population and demographics indicators, demand analysis, and trends.

Document/Presentation Title	Year	Type of Information							Overview
		Trends	Leading Practices	Environmental Scan (Local Context)	Benchmarking	Population and Demographics	Stakeholder Engagement Findings	Planning Document Summary	
Citizen Services: Current State of Non-profit Facilities Presentation	2017			✓			✓		Presentation on the RFMP methodology, current state research and key findings (to date). Included findings related to community league infrastructure and funding requests.
Citizen Services: Non-profit Facilities Stakeholder Workshop Presentation	2017			✓			✓		Information on the RFMP methodology and background research. Presentation used to facilitate a workshop with hierarchy facility operators
City Planning Diagram	2016							✓	Image that explains the hierarchy of City planning documents.
Council reports	2016 – 2017								Review of pertinent Council reports, including: Analysis of arena repurposing costs and options, replacement of artificial turf fields, ESA South Centre Expansion, MOU with St. Albert Soccer Association and the City of St. Albert, report on the state of minor league baseball, report on the status of discussion with the University of Alberta re: South Campus Arena Project
Current State of Sport and Active Recreation Survey Findings	2016	✓		✓		✓			Findings from the most recent (2016) Current State of Sport and Active Recreation Survey Findings

Document/Presentation Title	Year	Type of Information							Overview
		Trends	Leading Practices	Environmental Scan (Local Context)	Benchmarking	Population and Demographics	Stakeholder Engagement Findings	Planning Document Summary	
Edmonton Active Recreation and Sport Policy Comparative Research & Analysis Summary Report	2014				✓				Compared recreation facility provision in Edmonton with similar sized urban centres (Calgary, Hamilton, Ottawa, Winnipeg).
Engagement notes and findings from the RFMP pre-start-up phase	2016								"What We Heard" and other summary documents from engagement conducted with stakeholders and residents in 2016
Facility Supply and Assessment Sub-group	2016			✓					Preliminary RFMP document that outlines general terms for a sub group that helped determine in and out of scope facilities for the project.
Federal-Provincial/Territorial Sport Committee Sport and Recreation Infrastructure Work Group: Analysis of Sport and Recreation Infrastructure Studies	2013	✓			✓			✓	The study involved gathering data from a number of municipal studies. Provides insight into the value and condition of Canada's recreation infrastructure.
Growth Monitoring Report	2017					✓			Annual City report on population, demographics and growth indicators.
International recreation planning		✓	✓		✓				Documents reviewed included: Singapore Health Living Master Plan, Auckland Sport and Recreation Strategic Plan, Seattle Parks and Recreation Redevelopment Plan, Hong Kong Recreation, Parks and Greening Plan

Document/Presentation Title	Year	Type of Information							Overview
		Trends	Leading Practices	Environmental Scan (Local Context)	Benchmarking	Population and Demographics	Stakeholder Engagement Findings	Planning Document Summary	
Inventory of Plans and Strategies	2017							✓	Document with a summary of plans, strategies and policies across the City corporation. Identifies the relationship of these documents to the RFMP.
Leger Market Research Presentations	2011, 2015, and 2016	✓		✓					Research data into the City's recreation facility market share and factors impacting use.
Other Municipalities Planning and Resources		✓	✓		✓				Documents reviewed included: City of Calgary Recreation Master Plan, City of Calgary Sport Field Study, Calgary Recreation Facilities Gap Analysis (conducted by Sport Calgary), Facility Development & Enhancement Study presentation (2016), Halifax Regional Municipality Indoor Recreation Master Plan, City of Lethbridge Recreation and Culture Master Plan, City of Saskatoon Recreation and Parks Master Plan, City of London Parks and Recreation Master Plan, City of Surrey Recreation and Culture Strategic Plan, City of Mississauga Recreation Master Plan
Policy Context: Frameworks Influencing Department Policy Development/ Direction								✓	Summary of City planning and direction setting document.



Document/Presentation Title	Year	Type of Information							Overview
		Trends	Leading Practices	Environmental Scan (Local Context)	Benchmarking	Population and Demographics	Stakeholder Engagement Findings	Planning Document Summary	
Research conducted for the 2005-2015 RFMP	2001 – 2005	✓	✓	✓			✓		Review of research documents and presentations that informed the previous RFMP. Included: trends, best practices, review of other municipal plans and engagement data.
RFMP Trends and Themes Presentation	2016	✓	✓	✓	✓				Summary presentation on research conducted into recreation at a regional, national and international level. Included the identification of key service delivery, infrastructure and participation trends.
Segmentation and Market Share Research Presentation	2016	✓		✓		✓			Summary of findings and analysis from City research (conducted by Leger) into the recreation consumer and market position of City recreation facilities.
Seniors Centres of the Future Public Consultation Report	2017						✓		Summary of engagement findings that informed the Seniors Centres of the Future Final Report document.

Document/Presentation Title	Year	Type of Information							Overview
		Trends	Leading Practices	Environmental Scan (Local Context)	Benchmarking	Population and Demographics	Stakeholder Engagement Findings	Planning Document Summary	
Trends Summary Notes	2016								Includes: <ul style="list-style-type: none"> <li>• Summary of key trends from research conducted during the RFMP pre start-up phase.</li> <li>• Scan of trends from other previous and ongoing City planning projects (e.g. BREATHE).</li> <li>• Scan of trends noted in other municipalities planning documents</li> </ul>
Utilization and Inventory Data and Report (provided by the City)	2017			✓					Data files with inventory and utilization data for City recreation facilities and amenities (arenas, pools, gymnasiums, sport fields).

# B

## City Planning Influences

### Included in this section:

- Overview of the City's planning hierarchy.
- Overview of pertinent City plans, studies, policies and strategic documents.
- Overview of relevant City initiatives.

### Summary Highlights and Key Findings

The implications of the City Planning Influences for the CRFMP include the following:

- The City's Citizen Services – Community and Recreation Facilities Branch has identified the five following strategic pillars: Relationships, Organizational Excellence, Operational Excellence, Infrastructure Growth and Technology, and Financial Accountability.
- The City has conducted significant recreation and related planning over the past 10-15 years.

### Why does the City provide recreation facilities?

The five **Strategic Pillars** for the Community and Recreation Facilities branch are as follows:

1. **Relationships**—Partnerships/Connectivity/Image and Reputation
2. **Organizational Excellence**—Integration/Staff Investment/Strategy and Innovation
3. **Operational Excellence**—Safety & Environment/Facility and Event Operation/Service Delivery
4. **Infrastructure Growth and Technology**—Infrastructure/Technology
5. **Financial Accountability**—Business Acumen/Stewardship

The City's Live Active Strategy also provides a foundation for the delivery of recreation and related services. Live Active is based on six core **Principles**:

1. Inclusion
2. Accessibility
3. Physical Activity Has A Social Benefit
4. Supporting Excellence
5. Collaboration and Innovation
6. Continues Connections

Live Active also has four **Strategic Goals** that are intended to help drive the provision of quality of life opportunities and services, including recreation.

1. Edmontonians are engaged in their physical literacy journey
2. Edmontonians are physically active for life
3. Quality and diverse opportunities
4. A vibrant active living, active recreation and sport ecosystem

Another guiding document which provides strategic guidance and values for a balanced approach to user fees is the **City's Recreation User Fee Policy (C167B)**. Provided below is the policy statement.

*The City of Edmonton provides a variety of recreation, culture, leisure and sporting opportunities for residents and visitors. The Recreation User Fee Policy furthers the aims of The Way Ahead: City of Edmonton's Strategic Plan whose goal is to improve the livability in the City of Edmonton. While the delivery of recreation services addresses a basic human need and reflects the values of our community and the desire to present Edmonton as a vibrant City, a Recreation User Fee Policy provides a balanced approach for establishing fees in consideration of the following objectives:*

- *Ensuring that fees contribute to the public's effective and efficient use of City resources.*
- *Reducing the reliance on property taxes, by recovering a portion of the costs for various services from the user(s) that primarily benefit from them.*
- *Providing a consistent and equitable process that encourages accessibility and participation.*
- *Identifying the relative pricing provided to various user segments.*
- *Establishing meaningful and realistic goals that provide enough flexibility to meet evolving social values and changing fiscal pressures.*

## Live Active Vision

A healthy, vibrant Edmonton in which people embrace active lifestyles that improve their individual well-being as well as that of their families, neighbourhoods and communities.

## Planning Hierarchy and Documents Summary

The City of Edmonton, like most large municipalities, relies on an array of planning documents to set overall direction, priorities, and to guide the implementation of identified initiatives. Successful planning will continue to be crucial as the city grows and evolves in the future. The hierarchy of City planning documents can be explained using the following chart:

Type of Document	Purpose
City Visioning	High level vision and overarching strategic direction setting for the City.
Policy Statements	Adopted principles and statements that provide a reference point for Council and Administration decision making.
City Wide Strategies and Plans	Guiding strategic document for the provision of a service across the entire city. Sets future priorities and provides decision making tools.
Secondary Plans	Often builds on City Wide Strategies and Plans to further refine priorities and strategic areas of focus (often focused on implementation tactics related to City wide Strategies and Plans).
Area and Subject Plans	Planning specific to a geographic area of the city and/or specific aspect of service provision.
Capital Project and Program Planning	Planning specific to a defined project or initiative.

The development of the 2020 – 2040 CRFMP will need to consider previous planning efforts and, where possible, align with existing plans, policies and strategies that are in-place. This alignment will help ensure successful implementation of the CRFMP and coordination with other City service areas. Provided in the following chart is an overview of existing City planning that has been reviewed in the initial stages of developing the 2020 – 2040 CRFMP. The documents presented in the chart include some which focus on service areas or facility/amenity types that are out of scope for the 2020 – 2040 CRFMP project, but are nonetheless important to review in order to understand the current landscape, previous achievements, policy requirements and planning priorities of the City.

Document Title	Document Type						Considerations for the 2020 – 2040 CRFMP (or subsequent planning)
	City Visioning	Policy Statement	City Wide Strategies and Plans	Secondary Plans	Area and Subject Plans	Capital Project and Program Planning	
10-Year Arena Capital Development Strategy (Last updated in 2013)				✓			Ice arenas remain a focal facility type that the City and other organizations provide.
10-Year Gymnasium Strategy 2013-2023 (2013)				✓			Gymnasiums remain a key recreation asset for residents of all ages and numerous activities. The City's gymnasium provision model relies heavily on community partnerships.
2009-2015 Artificial Turf Plan (2009)				✓			Sport fields are included within the scope of the 2020-2040 CRFMP. The majority of artificial turf fields in Edmonton are located on or adjacent to major recreation sites. Known partner initiatives also exist that involve artificial turf projects.
2016 – 2018 Community Recreation Facilities Business Plan				✓	✓		Captures branch___ priorities for recreation and related services in recent years. Provides context valuable for the 2020-2040 CRFMP.
Accessibility to City of Edmonton Owned and Occupied Building (Policy C463)		✓					Accessibility guidelines for access to City operated infrastructure, including recreation facilities.
BREATHE: Green Network Strategy (2017)*			✓				Overarching strategic plan for all of the City's outdoor land and water that is publicly owned and/or publicly accessible, including many spaces that are adjacent to in-scope recreational facilities.  * BREATHE is ongoing.
Buena Vista/Sir Wilfrid Laurier Park Master Plan (2014)					✓		Site specific planning document.

Document Title	Document Type						Considerations for the 2020 – 2040 CRFMP (or subsequent planning)
	City Visioning	Policy Statement	City Wide Strategies and Plans	Secondary Plans	Area and Subject Plans	Capital Project and Program Planning	
Child Friendly Strategy (2006)			✓				Recreation facilities in Edmonton need to be accessible for all ages and ability levels and are key spaces that promote the development of fundamental movement skills and cognitive skills.
City of Edmonton 2005 – 2015 RFMP (and 2009 update)			✓				The 2020-2040 RFMP will replace this document.
Community Facility Partner Capital Grant Program (Policy C562B)		✓					Policy guiding the City's capital support of community led facility projects (including recreation).
Community Investment Grants to Organizations and Individuals (Policy C211H)		✓					Policy guiding the City's support for: limited operating, travel to competitions/events and event hosting.
Community League Grant (Policy C502A)		✓					Policy guiding the City's support of community leagues.
Coronation Community Recreation Centre Design Report (2014)					✓	✓	Site specific planning document.
Dermott District Park Master Plan (2014)					✓	✓	Site specific planning document.
Diversity and Inclusion (Policy C538)		✓					Policy statement that reflects the City's values related to diversity and inclusion.
ELEVATE (2012)			✓				Outlines recommendations for mature neighbourhoods, including key infrastructure (e.g. schools).
EndPoverty In a Generation (2015)			✓				Recreational opportunities are a key mechanism to social and physical wellness and need to be accessible for all residents.
Enhancing Community Facility Services Through Partnerships (Policy C187A)		✓					Policy Statement: The City will actively encourage and support public recreation and leisure partnership opportunities that enhance Community Facility Services and may include capital development, operations, and programming.

Document Title	Document Type						Considerations for the 2020 – 2040 CRFMP (or subsequent planning)
	City Visioning	Policy Statement	City Wide Strategies and Plans	Secondary Plans	Area and Subject Plans	Capital Project and Program Planning	
Facility Name Sale (Policy C477A)		✓					Policy guiding the sale of City operated facility or amenity naming rights.
Fort Edmonton Park Master Plan Update (2010)*					✓	✓	Site specific planning document. *update is ongoing
Green Building (Policy C567)		✓					Policy guiding requirements for green building design and operations. Applies to capital recreation facility projects.
Indigenous People's Strategy (2015)			✓				Recreation facilities need to be welcoming, inclusive, and reflect that value of Aboriginal individuals to Edmonton.
Integration of Persons with Disabilities C466		✓					Policy statement that reflects the City's values related to the inclusion of individuals with disabilities.
John Fry Sports Site Master Plan (2008)					✓	✓	Site specific planning document. Update currently in progress.
Joint Use of Parks and Schools C109		✓					Partnerships policy between the City of Edmonton, Edmonton Public Schools, Edmonton Catholic Schools and Conseil scolaire Centre-Nord (Central North Francophone Schools). Guides use of, and responsibilities for, facilities and adjacent land.
Joint-Use Field Strategy 2005-2015 – A vision for sports fields within the City of Edmonton (2005)				✓			Sport fields are included within the scope of the 2020-2040 RFMP and remain the highest quantity of recreation facility types in the city.
Kinsmen Sports Centre Master Plan (2011)					✓	✓	Site specific planning document.
Live Active Strategy 2016 – 2016 (2066)			✓				Recreation facilities are key supportive environment to achieving the Live Active goals.
Londonderry Athletic Grounds Master Plan (2014)					✓	✓	Site specific planning document.

Document Title	Document Type						Considerations for the 2020 – 2040 CRFMP (or subsequent planning)
	City Visioning	Policy Statement	City Wide Strategies and Plans	Secondary Plans	Area and Subject Plans	Capital Project and Program Planning	
Medium Term Recreation Facility and Sports Field Plan (2007)					✓	✓	Planning document that guided project planning for multiple sites in northeast (Clareview), southeast (The Meadows) and west (Lewis Farms, Coronation, Callingwood, Johnny Bright, Grange) recreation sites, major recreation projects undertaken by the City in recent years.
Medium Sized Stadium Strategy				✓			May be relevant in the context of future sport field needs or to address a potential facility gap.
Mill Woods Recreation Centre Functional Program (2008)					✓	✓	Site specific planning document.
Mill Woods Sports Site Master Plan (2008)					✓	✓	Site specific planning document.
Outdoor Aquatics Strategy 2008 – 2017 (Policy C534) (2008)		✓		✓			Identifies key outdoor aquatics priorities over the past decade and associated rationale.
Community Group Led Construction Project Guide						✓	Partnerships are a key aspect of recreation facility investment by the City, this guide outlines the process and requirements.
Percent for Art to Provide and Encourage Art in Public Spaces (Policy C458C)		✓					Recreation facility capital projects are subject to the public art contributions outlined in the Policy.
Private Public Partnerships (P3) C555		✓					Policy statement and guidelines for P3 partnerships.
Public Engagement Policy (2017)		✓					Engagement conducted for the 2020-2040 CRFMP will need to align with this Policy.
Queen Elizabeth Park Master Plan (2013)					✓		Site specific planning document.
Recreation User Fee (Policy C167B)		✓					Policy that provides procedures for establishing user fees for various City of Edmonton operated recreation facilities.



Document Title	Document Type						Considerations for the 2020 – 2040 CRFMP (or subsequent planning)
	City Visioning	Policy Statement	City Wide Strategies and Plans	Secondary Plans	Area and Subject Plans	Capital Project and Program Planning	
Ribbon of Green Concept and Master Plan (1992)*			✓				Establishes publicly supported goals for the development and management of our Ribbon of Green. *Currently being updated.
Seniors Centres of the Future Report (2017)					✓		Provides insight into the need for seniors' facilities and recreational opportunities.
Seniors' Centres Plan 2011-2021 (2011)				✓			Along with the Seniors Centres of the Future Report, the Plan provides insight into the recreation infrastructure needs of older adults.
Sustainable Building Policy (Policy C532)		✓					Policy defines establishing, implementing and maintaining sustainable building practices for the buildings the City owns, leases and funds, over the course of their entire lifecycle.
Terwillegar Park Concept Plan (2005)					✓	✓	Site specific planning document.
The Way Ahead	✓						Overarching planning document in the City.
The Ways (The Way We Live; The Way We Green; The Way We Grow; The Way We Move; The Way We Prosper; The Way We Finance)	✓						Sub-set documents to The Way Ahead.
Transit Oriented Development				✓			A number of areas targeted for transit oriented development include City operated recreation infrastructure.
Transit Strategy (2017)			✓				Ensuring recreation facilities have high accessibility is an important consideration.
Vision for an Age Friendly Edmonton				✓			Outlines future City and partner objectives for older adult services.
Wheeled Recreation Strategy				✓			Strategic plan for wheeled sports infrastructure (skateboarding, BMX, scooters, etc.).
Whitemud Park Integrated Plan (2003)					✓	✓	Site specific planning document.

Document Title	Document Type						Considerations for the 2020 – 2040 CRFMP (or subsequent planning)
	City Visioning	Policy Statement	City Wide Strategies and Plans	Secondary Plans	Area and Subject Plans	Capital Project and Program Planning	
WinterCity Strategy (2013)			✓				Climate is a significant factors that influences recreation preferences and facility demands in northern cities like Edmonton. Opportunities to embrace winter should be encouraged.

In addition to the plans, strategies and policies summarized in the previous chart, City planning and decision making is also guided by a number of other key initiatives that are ongoing through tasks forces and other advisory bodies. These include:

- **NextGen:** Committee of 18-40 year olds with a focus on how they want to shape the city into a great place to live, work and play. NextGen initiatives include events, partnerships and collaborations and networking.
- **Multiculturalism Initiative:** Three core focus areas for the initiative are Multicultural Centres, Local Immigration Councils, and Social Inclusion Initiatives.
- **Women's Initiative Edmonton:** Goal of ensuring that women's rights, issues, and opinions are represented fairly and equally from every background including social, cultural, physical and occupational. Three key themes have been identified for the initiative: engagement, leadership and best practice.
- **Public Engagement Initiative:** Engagement initiative with the objective of continuing to identify opportunities to improve City public participation methods and approaches.
- **Great Neighbourhoods:** Working to improve the livability of Edmonton's neighbourhoods and the lives of the people who live, work, and visit in them. The Great Neighbourhoods Committee consists of representatives from every City department, along with Edmonton Public Libraries and the Edmonton Police Service oversees the initiative.

Identified below are notable City bylaws which have also been reviewed due to the relevance that they have on current and future recreation facility provision in Edmonton.

- Bylaw 14054 Design Committee Bylaw
- Bylaw 14702 North Saskatchewan Area Redevelopment Plan
- Bylaw 2202 Parkland
- Bylaw 14157 Community Investment Grant
- Bylaw 14600 Community Standards
- Bylaw 12800 Land Use Zoning
- Bylaw 12408 Non-profit Community Organization Exemption
- Bylaw 16765 Poverty Elimination
- Bylaw 12308 Unauthorized Use of Parkland

The City is also currently engaged in a number of planning processes specific to a number of current and anticipated recreation facility projects. These projects include those that have been allocated funding in the City's Capital Budget and those that are currently not funded. The status of these projects are summarized in the following table.

### Current and Anticipated Recreation Facility Projects

City Projects	Current Status	Project Funded (Y/N)
Current Projects		
Lewis Farms Recreation Centre, Park and Library	Preliminary cost estimation, program development and schematic design has been completed. Design development currently underway.	Y – up to end of detailed design and tender documents
Rollie Miles Athletic Field Park Renewal and Community Recreation Facility Program and Park Master Plan update	Functional program for facility in progress Growth profile identified in CIO 2019-2028 for Facility Renewal identified in CIO for 2019-2022 for Park	Y – up to end of facility functional program and park master plan update
ACT Aquatics and Recreation Centre	Renewal identified in CIO for 2019-2022 Growth profile identified in CIO for potential renovation options and impacts.	N - Funding request is proposed for detailed design and construction in the 109 - 2022 period.
Coronation Community Recreation Facility Centre	50% design completed, waiting for project partner funding.	\$112M Project was approved in 2014 based on \$92.0 M from City and \$ 20.0 M from partner. Partner has been able to confirm \$4.0. Proposal in 2019-2022 for City to provide additional \$16.0M to cover shortfall.
Confederation Leisure Centre Fitness Centre Expansion/Redevelopment	Renewal identified in CIO for 2019-2022 Growth profile identified in CIO 2019-2028 - pending approval	N - Unfunded
Terwillegar Artificial Turf Londonderry Artificial Turf & Park Renewal	Schematic Designs in progress Growth profile identified in CIO 2019-2028 for detailed design and build	Y – up to end of schematic design
John Fry Sports Park Master Plan Update	Growth profiles identified in CIO 2019-2028 for Park	Master Plan update was funded by 2016 operating budget. Implementation of Master Plan is unfunded.
Peter Hemingway Leisure Centre Functional Program (Coronation)	Functional Program complete Renewal identified in CIO for 2019-2022	N - Renewal Profile is unfunded.

### Current and Anticipated Recreation Facility Projects

City Projects	Current Status	Project Funded (Y/N)
Current Projects		
Commonwealth Stadium Master Plan	Strategy complete Growth profiles identified in CIO 2019-2028 with Phase 1 in 2019-2022	N - Unfunded
Eastglen Leisure Centre Functional Program	Functional Program complete Renewal identified in CIO for 2019-2022 Growth profile identified in CIO 2019-2028	N -Renewal phase is unfunded
Grand Trunk		N - Unfunded
Windermere		N - Unfunded

City Projects	Current Status	Project Funded (Y/N)
Potential Partner Projects		
University of Alberta Community Ice Arenas	MOU has been developed with the University.	
Edmonton South Soccer Centre Expansion	Design development currently underway Growth profile identified in CIO 2019-2028 for 2019-2022 to build	Y - up to end of detailed design and tender documents
Tennis Centre	Growth profile identified in CIO 2019-2028 - City's contribution of land, site preparation and % of building	

## C

# Partnerships in the Provision of Recreation

In 2016, the **City's Community Facility Partner Capital Grant Program** provided \$4.9 million in funding to partners. Over the past five years, the City has provided approximately \$12.8 million in funding through the Program. For a complete list of partners, please see Appendix.

Recreation and related projects receiving funding over the past five years include:

Organization	Funded Activity
North West Edmonton Seniors Society	(facility expansion and renovation)
Punjab United Sports & Heritage Society	(Phase 2, new club house)
Edmonton Soccer Association	(planning for expansion of the south facility)
Tokugawa Judo Club	(purchase and renovation to a facility)
Ukrainian Shumka Dancers	(repurposing of space for new studio)
Athletics Alberta	(planning for a new track and field facility)
Avonair Curling Association	(facility renovations)
Victoria Soccer Club	(new outdoor field and indoor field house)
Edmonton Seniors Slo Pitch Association	(Airways Park Upgrades)
North Edmonton Gymnastics Club	(new facility)
Boys & Girls Clubs Big Brothers Big Sisters Edmonton & Area Society	(McCauley Clubhouse renovation)
Edmonton Rowing Club	(Dock replacement and improved access)
Snow Valley Ski Club	(Rainbow Valley Campground building)
Westmount Fitness Club	(facility renovations)
Kinsmen Club of Edmonton - Twin Arena	(Dressing room and general upgrades)
Mill Woods Cultural and Recreational Facilities Association (MCARFA)	(Leisure ice surface lights)
Edmonton Nordic Ski Club	(snow making equipment)
Edmonton Speed Skating Association	(Victoria Park Pavilion Building)
Millwood Minor Football Association	Pavilion Building

## Partnership Agreements

The City has also formed partnerships agreements with post-secondary institutes, professional sports franchises and non-profit organizations to jointly build and provide recreation facilities. Recent examples of these arrangements include a partnership with the University of Alberta in the creation of the Saville Community Sports Centre and with the Oilers Entertainment Group for the Community Arena at Rogers Place. The City also supports the development of recreation infrastructure through the provision of land to community organizations for the purpose of building, operating and maintaining facilities on this land. For a listing of recent examples, please see appendix.

Examples of these contributions include:

Organization	Purpose for land provision
YMCA of Northern Alberta	Recreation facility development
Edmonton Soccer Association	Development and operation of indoor soccer centres
Kinsmen Club	Development and operation of twin ice arena
Community Associations	Hall and amenity developments and operations
Field Sports Organizations	Tournament Sites, enhanced sportsfields.
Municipal Reserve contributions to school boards	New school development (gymnasiums and sport fields are accessible to the community through Joint Use Agreements)

## Community Recreation Facility Projects

There are a number of projects in concept or planning stages by community organizations in Edmonton or immediately surrounding areas. Understanding the state and potential scale of these projects is important as the City identifies future needs for recreation infrastructure and potential approaches to address them. For a list of projects, please see appendix.

### School Divisions and Post-Secondary Institutes—Potential Projects

Organization	Current or Potential Projects	Pertinent Planning Documents
University of Alberta	Twin ice arena complex on South Campus (including a performance sized arena) Recently installed an air supported structure (dome) to cover Foote Field for the winter months	Community Ice Arenas Business Case (developed in partnership with the City)
MacEwan University		
NAIT		
Concordia University of Edmonton		
Kings University	Are developing a master plan for the campus; considering a new gymnasium on campus over next 15 years	
Edmonton Public Schools	Gymnasium and sport fields with new school development	
Edmonton Catholic Schools	Gymnasium and sport fields with new school development	

### Community Organizations

Organization	Current or Potential Projects	Pertinent Planning Documents
YMCA of Northern Alberta		
Kinsmen Club of Edmonton		
St. Albert Soccer Association	MOU with the City of St. Albert and City of Edmonton to explore a major indoor field facility development (in business case stage)	
Edmonton Soccer Association	Proposed two field expansion of the South Soccer Centre. Currently in design.	
Scottish United Soccer Society	Developing an indoor artificial turf facility	
Tennis Alberta	Proposed indoor/ outdoor tennis centre	

# Current State Report





