



December 2019

Town of Strathmore State of Recreation, Culture & Facilities



RC
strategies



P

E

R

C



The background of the page features two stylized wheat stalks in a light yellow color. One stalk is positioned in the upper right quadrant, and the other is in the lower left quadrant. Both stalks have multiple leaves and a grain head, rendered in a simplified, graphic style. The text is centered between these two stalks.

We acknowledge that the land on which the Town of Strathmore is now located is the ancestral and traditional territory of many nations including the Siksika, Kainai, Piikani, Iyarhe Nakoda and the Tsuu T'ina Nations, as well as the Métis Nation of Region 3.

Executive Summary

Recreation and cultural activities are significant contributors to people's quality of life. Encompassing sports, parks, arts and culture, leisure pursuits and the facilities in Strathmore, recreation and culture enriches lives and builds communities. Residents in the region (including the Town of Strathmore, portions of Wheatland County and Siksika Nation) enjoy a high quality of life due to the facilities, programs and events that are provided by the Town and the many organizations and individuals working in the community.

In order to effectively make decisions about recreation and culture provision and resource priorities, the **Town of Strathmore has undertaken the development of a**

Recreation, Culture & Facilities Master Plan. The Master Plan will assess the current state and identify priorities and recommendations regarding the provision of recreation, culture, active and creative lifestyle opportunities and services to meet the needs of residents and visitors over the next ten years.

This document presents the research completed as part of this Master Plan process. The Master Plan itself is presented under a separate cover.



The following points summarize some key findings from the research and engagement conducted throughout 2019 related to recreation, culture and facilities in the Town of Strathmore. The intent of this information is to augment future planning for these valuable amenities in the Town and region. Recreation and cultural activities are significant contributors to quality of life for Town and region residents, enriching lives and building communities. Information presented below is organized into the broad thematic categories presented within this report.

Population and Demographics (p.4-6)

- The Town of Strathmore has experienced steady population growth over the last decade. The Town anticipates an annual growth rate of around 2.5%. Based on this projection, Strathmore's population could reach nearly 17,500 by 2030.
- Steady population growth will likely require the Town to make additional investments in recreation and culture amenities and facilities to meet natural demand growth, both within the Town and the region more broadly.
- Over the next decade, the proportion of Strathmore's population over the age of 65 is likely to grow. This demographic trend may be expected to increase demand for senior-focused recreation and cultural program. Providing high quality walking and trail amenities may support aging-in-place in Strathmore, as recreational surveys indicate walking is a preferred activity amongst seniors.
- Additionally, the Town also has a sizable child, youth and young adult population (0-4, 5-9, 10-14 and 15-19). As these demographics transition, there is likely to be dynamic demand for programming and infrastructure as age cohorts fluctuate in size. Identifying opportunities to provide spontaneous recreation and culture opportunities for youth may be advantageous.

Background Review

- The Town has a strong strategic planning framework in place that supports developing and enhancing recreation and culture amenities/facilities. Key priorities identified include developing a Recreation Facilities Master Plan, enhancing existing recreation facilities, developing an arts and culture facility and focusing on efforts on outdoor amenities including ball diamonds and soccer fields.
- Collaboration will be a critical element for success, with the Town poised to work closely together with the Siksika Nation and Wheatland County to identify shared goals.
- Recent changes within Alberta's Municipal Government Act create new opportunities to collaborate on the development and maintenance of recreation and culture infrastructure.
- Provincial and National recreation and cultural strategies, plans and frameworks provide a solid foundation upon which to base strategic priorities to be achieved through the delivery of recreation and culture infrastructure and programming in Strathmore. These documents largely promote notions of physical literacy, lifelong activity, culture and inclusivity.

Community Engagement

- Nearly all households (97%) either strongly or somewhat agree that recreation and culture help make the community and region better. This indicates an exceptionally strong level of support for the Town to continue prioritizing recreation and culture as means for achieving its long-term vision and strategic planning objectives.
- Community pathways and trails are the most used recreation infrastructure in Strathmore, used by nearly 90% of household respondents. Other popular amenities include the Civic Centre, Aquatic Centre, Municipal Library, Amphitheatre, Playgrounds and Golf Courses.
- Households identified lack of awareness, program timing and cost/price as major barriers impacting participation in recreation and culture activities (excluding personal time commitments). Improving overall awareness of Town supported activities and delivering programs during hours that are more accessible to residents may address these barriers.

- Around 2/3 of residents surveyed indicate that there is a need for new/upgraded recreation and culture facilities/spaces in the region.
 - » The top indoor facilities identified for development/improvement include ice arena facilities, performing arts theatre, climbing wall, indoor play spaces, fitness/wellness facilities and a leisure swimming pool.
 - » Outdoor spaces include more natural areas, a swimming pool, non-motorized multi-use trails, toboggan hills and support amenities such as washrooms, seating and lighting.
- Respondents indicate that amenities that are multi-purpose, meet many different needs, responses to demands/requests to communities are more important factors when it comes to prioritizing developing new amenities than building or operational costs.
- In terms of suggestions for programming improvements, residents would like to see a greater variety of programs, better marketing of existing programs, more convenient program scheduling and overall improved affordability of programs.
 - » Program areas identified as inadequate include youth programming, particularly spontaneous/drop-in focused, programming for adults such as cooking and healthy living, programs for special needs people of all ages, programs for seniors such as pickleball, with consideration given to transportation needs, wintertime programming for pre-school children, more arts and culture programming including music and art history and more programming for families in the evenings and on weekends.
- Nearly 40% of households feel they are inadequately informed of recreational and culture opportunities. Households prefer to learn about opportunities through the newspaper (63%), Facebook (49%), the Town's website (37%), the Town's Active Living Guide (30%) and via local radio stations (29%). Developing additional content for the newspaper and Facebook may improve overall awareness levels for recreation and culture opportunities in the Town.
- Residents are split as to whether they would support an increase in annual property taxes to ensure community needs for facilities, programs and services are better met (36% yes, 36% no, 28% unsure). Around 2/3 of respondents indicate they would support an increase of up to \$100 per year, with 22% supporting an increase of between \$101 and \$200.
- More than half of community groups surveyed indicate that membership numbers have grown in recent years, with 64% indicating that they expect participation numbers to continue to increase in the future. This suggests that there is likely to be increased demand for programs and facilities that are utilized by these groups.
- An overwhelming proportion (89%) of community groups surveyed indicated that there should be new/upgraded recreation and culture facilities/spaces developed in Strathmore. Top indoor priorities identified include a performing arts theatre, court spaces, ice arena sports facilities and a climbing wall. Outdoor priorities include support amenities such as lighting, seating and washrooms, natural areas, public art and toboggan hills.
- Key stakeholders interviewed indicated that an umbrella organization (e.g. arts council) could provide an important point of contact for recreation and culture groups. Additional support for volunteer based groups is needed, including support in volunteer recruitment. Stakeholders indicated that a Town led volunteer registry would be an effective mechanism for addressing challenges.
- Stakeholders would also like to see enhanced communication and promotion of activities, programs and events, with partnerships viewed as particularly key. Stakeholders suggest having a single point of contact for booking spaces and facilities would be an appreciated improvement that may also lead to better communications and collaborations with the Town.

Service Delivery Overview

- The Town allocates approximately 20% of its operating budget for recreation and culture, or around \$6 million per year. The Town recovers approximately 25% of revenues through user fees. This represents a per capita allocation of around \$450 per resident, right around average when compared to other Alberta municipalities.
- Partnerships with community groups and schools are important to the Town's delivery of recreation and culture programs. Joint-use agreements and property lease agreements are formal mechanisms used by the Town, while sponsorships (i.e. naming rights) and broader regional partnerships represent opportunity areas for new collaborations.

Infrastructure Inventory & Comparison

- There is high utilization (93%) of prime time ice sheet bookings within the Family Centre, with around 1/3 of booking demand coming from minor hockey organizations.
- There are around 50,000 visits per year, on average, to the Town's aquatic centre, of which around half comes from public/family swim times.
- When compared to similar sized communities in Alberta, Strathmore is about average in terms of provision of recreation and culture infrastructure. Three out of four communities have three indoor ice sheets, compared to Strathmore's two. Three of four also have indoor fitness facilities, which is lacking in Strathmore.
- Younger adults are volunteering at lower rates than in previous years, often as a result to growing professional and familial demands. Efforts to increase young adult volunteer rates are needed, with many municipalities developing dedicated resources to support volunteer recruitment via mechanisms such as volunteer registries or recruitment drives.
- Sport tourism and major sporting event hosting are becoming significant local and regional economic drivers. Statistics Canada suggests that Canada's sports tourism industry is worth approximately \$6.5 billion. Tapping in to sport tourism and major event hosting can increase the profile of communities and create economic spillovers in service and hospitality sectors.

Trends and Leading Practices (p.50–59)

- Walking is among the most popular physical activities amongst all age-groups in Canada, along with bicycling and swimming. Promoting these activities within the Town will resonate with all age demographics, given shared interests.
- Trends in recreation and culture amenity and program service provision include a shift towards providing more free drop-in opportunities, making temporary use of or creating 'pop up' spaces within existing public spaces for activities, relying more on social media to promote opportunities, "prescribing" physical activity as part of a municipal/public health partnership, creating 'youth nights' and implementing 'try it days' where residents can try out new sports at low or no cost.
- Recreation and culture infrastructure in Canada is rapidly aging, with municipalities typically reinvesting around 1.3% of capital value into facilities per year. It is recommended that between 1.7% and 2.5% of capital value be reinvested in facilities to ensure maximum lifespans and long-term quality of amenities.

Table of Contents



Contents

1. Introduction	.1
2. Community Context	.2
History	.2
Parks, Recreation and Events	.3
Surrounding Communities	.3
Wheatland County.	.3
Siksika Nation	.3
3. Population Analysis.	.4
Population Overview.	.4
Growth Scenarios.	.6
Education	.6
Household Income	.6
4. Background Review.	.7
Local Planning.	.7
Strathmore Council Strategic Priorities 2018–2021.	.7
2018 Long Term Financial Plan (12/6/2017)	.8
Strathmore Municipal Development Plan—Bylaw No. 14–03.	.8
Parks and Pathways Bylaw—No. 14–07	.8
Wheatland County Municipal Development Plan—Bylaw 2013–18 Amendment 2018–40.	.8
Provincial Planning	.9
Active Alberta Policy	.9
Municipal Government Act.	.9
Spirit of Alberta—Alberta’s Cultural Policy (2008)	.9

National Planning	10
A Framework for Recreation in Canada: Pathways to Wellbeing (2015)	10
Let's Get Moving: A Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada (2018)	11
Truth and Reconciliation	12
Vital Signs: Arts & Belonging	12
Creative Canada (2017)	12
Canadian Sport for Life	13
5. Community Engagement	14
Community Project Launch	14
Community Household Survey	15
Survey Findings	16
Community Group Survey.	32
Survey Findings	32
Key Stakeholder Interviews	39
Findings.	39
6. Service Delivery Overview	40
Organizational Structure	40
Finances	42
Operating.	42
Capital.	42
Service Delivery.	43
Partnerships.	43
Programming	43
7. Infrastructure Inventory & Utilization	44
Facility Inventory	45
Indoor.	45
Outdoor.	46
Utilization	46
8. Comparable Research	47
9. Trends & Leading Practices	50
Participation.	50
Service Delivery.	52
Infrastructure.	57
10. Summary of Key Findings	60
 Appendices	
Appendix A: Household Questionnaire	63
Appendix B: Group Survey Participants	75
Appendix C: Stakeholder Meeting Participants	76

Section 1

Introduction

Recreation and cultural activities are significant contributors to people's quality of life. Encompassing sports, parks, arts and culture, leisure pursuits and the facilities in Strathmore, recreation and culture enriches lives and builds communities. Residents in the region (including the Town of Strathmore, portions of Wheatland County, and Siksika Nation) enjoy a high quality of life due to the facilities, programs and events that are provided by the Town and the many organizations and individuals working in the community.

In order to effectively make decisions about recreation and culture provision and resource priorities, the **Town of Strathmore has undertaken the development of a**

Recreation, Culture & Facilities Master Plan. The Master Plan will assess the current state and identify priorities and recommendations regarding the provision of recreation, culture, active and creative lifestyle opportunities, and services to meet the needs of residents and visitors over the next ten years.

This document presents the research completed as part of this Master Plan process. The Master Plan itself is presented under a separate cover.



Section 2

Community Context



The Town of Strathmore is a vibrant farming-based community located 40 km east of Calgary. With a population of just over 13,000, the Town offers its residents and visitors a variety of services and amenities, convenient access to the Bow River and is host to numerous community events throughout the year.

The land surrounding Strathmore is an important agricultural area in south east Alberta, making agriculture is a key component of the regions' economy. The Town is a service centre for the surrounding Wheatland County residents and businesses. Strathmore offers residents the comfort of a rural setting with access to urban services including an array of recreation and culture facilities.

Through numerous community organizations, businesses and the Town itself, significant efforts are made to maintain a high quality of life for residents. The Town's mission statement is: "The Town of Strathmore provides services that promote the well-being of our community". The Town's vision statement is: "Where Quality of Life is a Way of Life".

History

Like many other Alberta towns, Strathmore arose from a small hamlet originally identified in the early 1880s. When the Iron Horse began making its way across the Canadian prairies what is now known as Strathmore became home to many an adventurous pioneer looking to settle in the area.

The Canadian Pacific Railway (CPR) took on the task of naming the hamlets along the rail line and chose the name Strathmore to pay homage to one of their benefactors, Claude Bowes-Lyon, the Earl of Strathmore.

The 1905 development of the irrigation system was the next significant milestone in the Town's development. This development enabled the hamlet of Strathmore to be relocated and centered around a sizeable rail siding. Settlers continued to arrive in the area. The Town was booming with land lots being opened for sale in 1905 and by 1906 the CPR began selling land at \$12 to \$15 per acre, with irrigable land at \$18 to \$25 per acre. The Town was officially incorporated on July 6, 1911.

To assist many of these settlers who would soon become farmers, the CPR developed a large demonstration farm. Soon this demonstration farm was supplying vegetables and flowers to CPR dining cars and CPR hotels.

Due to the development and expansion of the Trans-Canada Highway, beginning in the 1950s highway freight began to grow in popularity and negatively impact the rail freight business. With the decline in rail traffic, the railway took leave of Strathmore and what remained of the tracks was removed in 1981. What was not removed was the irrigation system developed by the CPR, it remains as a lasting legacy and is now operated under the Western Irrigation District.

Parks, Recreation and Events

A variety of leisure and recreational opportunities are available to residents. Leisure and recreational facilities include: a library, seniors' drop-in centre, a skateboard park, an indoor aquatic centre, two indoor ice surfaces, multipurpose trails, rodeo grounds, curling rink, community meeting facilities, camp grounds and a number of outdoor sports fields.

The Strathmore Motor Products Sports Centre opened in 2019 is unique in Alberta for its funding partnership between Golden Hills School Division, the County of Wheatland and the Town. The facility includes a kindergarten to Grade 9 school and a recreational fieldhouse built in an integrated fashion. In addition to the school classrooms, it provides space for a variety of indoor sports and an indoor walking/running track.

The Town operates several parks that provide a range of activities and amenities, including Kinsman Park which has pathways, winter ice skating, gazebos, picnic benches, docks for fishing, a playground and a community amphitheatre.

There are a variety of community groups offering services to area residents. These groups range from the Strathmore Community Football Association to Strathmore Theatre Players; from the Wheatland Arts Society to Communities in Bloom to the Wheatland Kings (Junior B hockey).

The Town hosts various community events and celebrations to engage residents throughout the year including the annual Heritage Days celebrations, which features the Strathmore Stampede, Canada's third largest rodeo. Heritage Days is a family weekend incorporating children's entertainment, a local entertainment stage, trade show, parade and fireworks. This popular event takes place each year at the beginning of August and has become a well known tourist attraction for the Town of Strathmore.

Surrounding Communities

Wheatland County

Wheatland County (formerly known as the M.D of Wheatland and County of Wheatland) was created in 1954 when parts of two Improvement Districts, the M.D. of Bow Valley, Serviceberry and Kneehill were incorporated. The communities within Wheatland County have a long and proud agricultural history, which is evident in the many century farms still in operation as well as the community rodeos and fairs held throughout the summer and fall each year.

The County is the rural municipality that surrounds the Town of Strathmore, and is home to 8,788 residents.¹ While Strathmore is the sole Town within the County, there are three villages (Hussar, Rockyford, Standard), and several hamlets (including Carseland, Nightingale, Rosebud), and numerous Hutterite colonies within its borders. The County

is bordered on the west by Rocky View County, the south by Vulcan County and Siksika Nation, the east by the County of Newell and Special Areas 2, and on the north by Kneehill County.

In the 2016 Census (Statistics Canada), Wheatland County had a recorded population of 8,788, a 6.1% change from its 2011 population of 8,285, which was a 2.2% change from its 2006 population of 8,109.

Recreational options in Wheatland County include hiking, fishing, swimming, camping, wildlife viewing and golf. The Bow River offers residents and visitors a world class trout fishery and Eagle Lake Beach offers residents and visitors the opportunity to enjoy the beauty of Alberta's natural lakes.

Siksika Nation

Siksika Nation is located south of Strathmore, adjacent to the south eastern boundary of Wheatland County. The Siksika Nation mission statement is: "Siksika Nation Administration will nurture the growth, independence, well-being of our Siksika culture and way of life through the delivery of quality programs and services for Siksikawa".

Siksika has a total population of approximately 7,000 members, with approximately 3,750 of the population living on reserve land. Siksika is part of the Blackfoot Confederacy.

The Siksika Nation is governed by a Chief and twelve councillors, all of whom are elected by members for three-year terms. The Siksika Nation is in the process of developing a framework for self-government which will define and control the Nation's own destiny, and remove it from jurisdiction of The Indian Act which was legislated by the Canadian Government in 1876.

Siksika Nation provides many recreation facilities and amenities to its residents including (but not limited to) the Deerfoot Sportsplex, Siksika Medicine Lodge, Siksika Elders Lodge and Siksika Health and Wellness Centre.

1 From Stats Canada Census 2016

Section 3

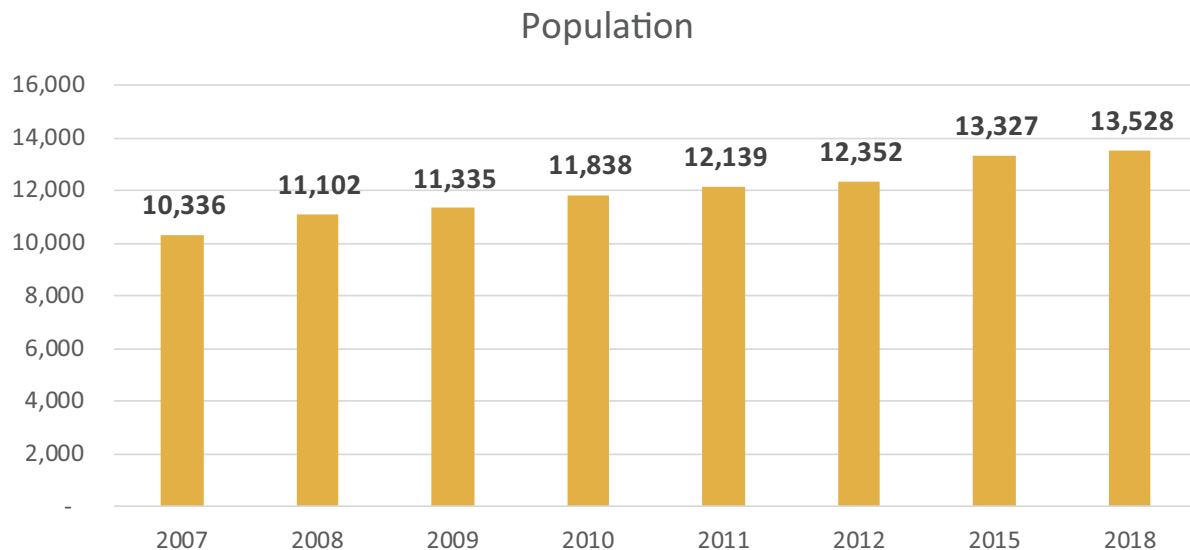
Population Analysis



Population Overview

The Town of Strathmore had a population of 13,528 according to Town of Strathmore Census Results 2018 Report. The population of Strathmore increased on average 2.8% annually from 2007 to 2018. From 2012 to 2018 the annual growth averaged 1.6%. Chart 1 illustrates the Town's population changes from 2007 to 2018.

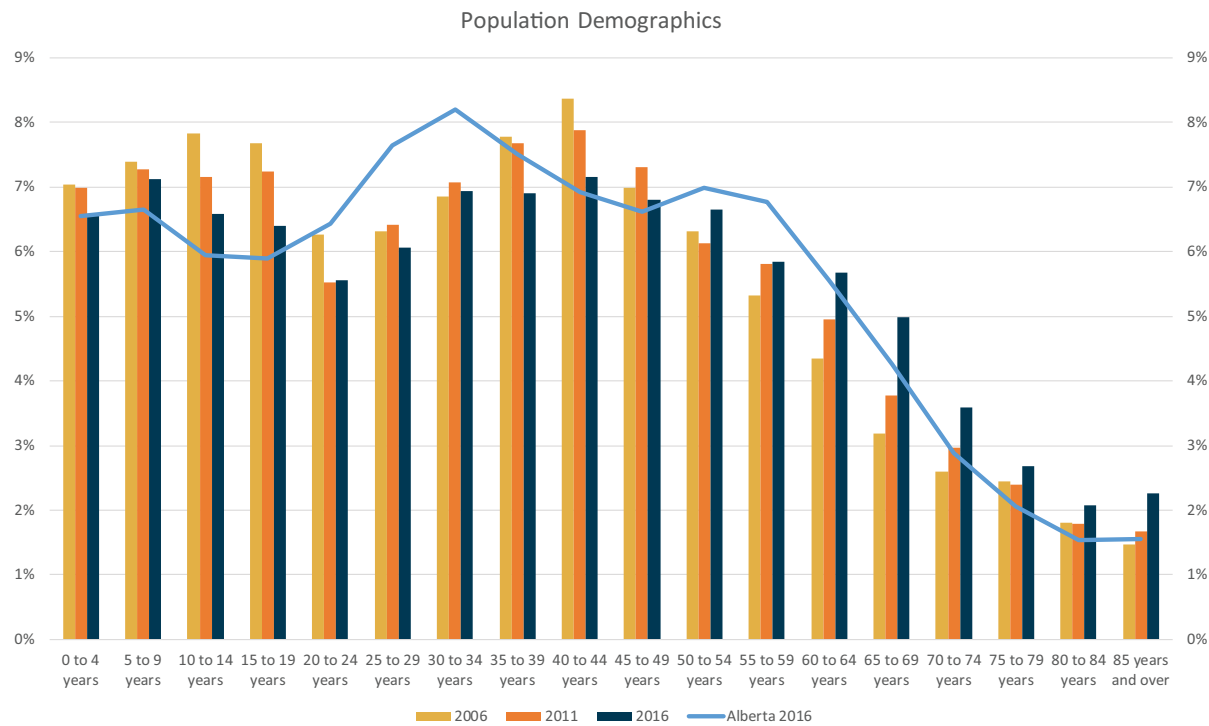
Chart 1: Town of Strathmore Population 2007–2018



Through the comparison of key population characteristics between the Town of Strathmore and the Provincial rates, as reported in the 2016 Census, it is evident that the Town aligns with the general population demographics for the Province of Alberta. Although the Town does have a slightly higher rate of population aged 65 and over (15.7%) compared to the Province (12.3%). As well the median after tax household income is slightly less at \$76,123, compared to \$80,300.

Chart 2: Population Characteristics Comparison

Characteristic	Strathmore	Province of Alberta
Overall Growth (2011–2016)	11.6%	11.6%
Gender Distribution	49% male/51% female	50% male/50% female
Average Age	39	38
% Population Under 14	20.3%	19.2%
% Population 15–64	63.9%	68.5%
% Population 65+	15.7%	12.3%
Average Household Size	2.6	2.6
Median After Tax Household Income	\$76,123	\$80,300



Growth Scenarios

In 2017, the Town of Strathmore released a population projection up to 2022. The projection was based on historical data trends (including previous recession trends), new building starts, and the assumptions that provincial oil prices would stabilize, real GDP in Alberta would grow around 2.4% in 2019, and GDP growth in Canada was estimated at 1.3% in 2016. Annual growth was projected to be 2.5% annually in Strathmore. Should this occur the population in 2029 would be 17,750. Utilizing the average annual growth based on the 2012 and 2018 population (1.6%), the projected 2029 population would be 17,317.

Education

The Town of Strathmore is part of the (Alberta) Golden Hills Regional Division No. 75. The Town has three elementary schools (Wheatland, Westmount and Brentwood), one K-9 school (George Freeman School), one junior high school (Crowther Memorial Junior High School), and one high school (Strathmore High School). There are also two Catholic Schools, one providing kindergarten through grade 6 (Sacred Heart Academy) and the second providing grade 7 to 12 school (Holy Cross Collegiate).

Examining the statistics of secondary education completed in the Town, as reported in the 2016 Census, shows that the education levels in the Town are fairly aligned with the Provincial education levels of adults aged 25 to 64. There is a slightly higher rate of individuals with an apprenticeship or trade certification (12.0%) compared to the Provincial rate of 10.6%. However notably there is a much lower rate of a completed University Bachelor degree (or degree above), with only 16.5% of the population in the Town verses the Provincial rate of 28.2%.

Household Income

Examining the household income of the Town of Strathmore reveals that the median household income in 2015 was \$88,652, which is \$5,183 lower than the reported Alberta median total household income.

Considering the average total household income for 2015, the Town of Strathmore average income was \$19,572 less than the average Alberta household, which reported at \$125,522. However, the Town has a lower percentage of residents categorized as low income after tax (LIM-AT) with 8.3%, versus 9.3% of residents for the Province.



Highest Education Level Completed	Strathmore	Province of Alberta
Total Population Aged 25-64	7,045	2,257,820
No certificate, diploma or degree	13.0%	10.8%
Secondary (high) school diploma	30.4%	25.2%
Apprenticeship or trade certificate	12.0%	10.6%
College, non-university, diploma or certificate	25.5%	22.0%
University certificate or diploma	2.6%	3.2%
University degree, bachelor and above	16.5%	28.2%

Section 4

Background Review



Local Planning

It is important to understand the strategic planning and policy context that guides the provision of recreation and culture infrastructure, programs and services in the Town of Strathmore. The Town operates under the strategic guidance of broad corporate planning policies and plans. The broader regional strategic planning context is also important to consider when contemplating future service provision.

This section provides an overview of pertinent strategic plans, policies, studies and strategies relevant within the study area. These plans and other documents illustrate the level of importance placed on recreation, culture and leisure on quality of life within the Town. Relevant provincial and national plans and frameworks are reviewed as these typically provide a planning/strategic umbrella for municipalities.

Strathmore Council Strategic Priorities 2018–2021

The Council priorities guide Town budgets, work plans for administration and Town activities. This document also serves as a communication tool informing the community of Council's priorities. This document reaffirms the Town's mission and vision statements.

Mission

The Town of Strathmore provides services that promote the well being of our community.

Vision

Where Quality is the Way of Life

Priorities are identified across several different themes including Financial Sustainability, Community Development, Recreation, Municipal Development Plan, Communication and Collaboration, and Protective and Social Services. Priority actions that are particularly relevant are noted below.

- Financial Sustainability
 - » Research current utilization rates and revenues from municipal services and facilities.
- Community Development
 - » Develop master plans for major municipal services (including pathways and recreation).
- Recreation
 - » Develop Recreation Facilities Master Plan.
 - » Enhance recreation facilities—Family Centre, Strathmore Motor Products Sports Centre.
 - » Outdoor recreation facilities—ball diamonds, soccer fields.
 - » Arts and culture facility.
- Communication and Collaboration
 - » Seek opportunities for collaboration and partnerships with a focus on Siksika Nation and Wheatland County.

2018 Long Term Financial Plan (12/6/2017)

The Financial Plan is an expression of the Town's direction as established by Council; as well it identified financial principles and policies that relates to the Town's fiscal stability and sustainability. The Plan attempts to balance the fiscal needs and realities of the Town with taxpayers' desires and ability to pay. The following statements are pulled from the Plan and illustrate the Town's positioning as it relates to finances.

- Guiding Principles
 - » Ensure the capital plan is sustainable, that the capital asset additions will not negatively impact the operating budget and is sustainable and affordable.
- New Program and Service Requests
 - » Youth Club—the Town assumed responsibility for the operation of the youth club.
 - » Aquatic Centre—operational hours were expanded to accommodate user demands.
- User Fees and Charges
 - » Recreation fees will be established on the financial concept of full cost recovery for adult programs, 75% cost recovery for senior programs, and 50% cost recovery for youth and disabled.
 - Recreation fees will be reviewed against the fees for other municipalities and adjusted to be competitive.
- Joint Funding Model
 - » The Town endeavors to collaborate with Wheatland County to utilized joint services for the delivery of recreation. The Town negotiates with Wheatland County a joint funding model that recognizes utilization of town facilities by County residents and County facilities by town residents.
 - Recommendation that the Town engage in meaningful discussions on a joint funding model subsequent to the completion of the Master Plan.
- Infrastructure Deficit
 - » Recommendation that the Town contribute to the Infrastructure Reinvestment Reserve at a rate of no less than 1% of net municipal revenue annually.

Strathmore Municipal Development Plan—Bylaw No. 14–03

The Municipal Development Plan (MDP) was adopted by the Town on April 16, 2014. The MDP is a statutory document required by the Government of Alberta for municipalities with a population over 3,500. The MDP addresses land use and growth patterns as well as the municipal services needed within the municipal boundaries.

One of the goals of the MDP is...."to create a community that supports a healthy active lifestyle, and promotes space for activity and interaction for the residents of Strathmore." A potential site for open space / recreational / institutional use is identified in the south east portion of Strathmore.

Another goal is..."to support the expansion of facilities which assist and enhance the lives of residents by ensuring opportunities for facility integration are well thought out and managed." There are a number of related policies including:

4.4.6 Leisure facilities shall be focused upon meeting local demands, with consideration of the regional population.

4.4.8 The Town shall manage community services in a manner that recoups the majority of operating costs, although still recognizing the benefits to capital investment in facilities and programs.

Parks and Pathways Bylaw—No. 14–07

Approved in 2014, the bylaw identifies that parks and pathways are valued and treasured assets and that the Town is committed to maintaining the integrity of a high quality and diverse Park and Pathway system.

Parks are defined as a public space owned and operated by the Town that is used for rest, recreation, exercise, pleasure, amusement and enjoyment including: playgrounds, natural areas, sports fields, water spray parks, pathways, green spaces, skate parks, trails but not golf courses.

The bylaw identifies accepted and prohibited activities within parks and pathways as well as penalties for violations.

Wheatland County Municipal Development Plan—Bylaw 2013–18 Amendment 2018–40

The MDP is a statutory document required by the Government of Alberta for municipalities with a population over 3,500. The MDP addresses land use and growth patterns as well as the municipal services needed within the municipal boundaries.

Vision

Wheatland County seeks a balanced approach to sustainable, well-planned development which enhances and protects our agricultural and natural areas and resources over the long-term. We will promote a quality of life that reflects our rural heritage, and ensures a County that we can all be proud of. Sustainable levels of services and infrastructure will help our communities to grow for the benefit of all, promoting our community spirit

The MDP articulates four pillars including Social Justice. For each pillar the Municipal Development Plan presents a vision. The Social Vision is as follows.

Through the support of urban communities in the provision of recreational services, infrastructure and opportunities, Wheatland County aims to enhance the quality of life of County residents. By improvement of community and emergency services and enhancement of recreation and tourism, Wheatland County intends to encourage residents to interact, live and retire in the community.

Provincial Planning

Active Alberta Policy

The Province 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.”

Core to the Policy document is the identification of six (6) core outcomes which reflect the intended objectives of the Policy:

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

Municipal Government Act

The Municipal Government Act (MGA) is the law under which all Alberta municipalities are empowered to shape their communities. The Government of Alberta initiated a process to amend the MGA in 2015 with some amendments and provisions already in effect with others becoming effective in 2019. The MGA sets rules for how local governments function and provide services to citizens; this has not been extensively updated since 1995. There are two elements of the MGA that are pertinent to the Recreation and Culture Master Plan being developed: Intermunicipal Collaboration Frameworks and Off-site Levies.

Intermunicipal Collaboration Frameworks

The modernized MGA encourages (requires) municipalities to explore how they can work with regional neighbours in providing recreation services (among others). These frameworks will highlight and formalize existing collaborative work across the province and provide a forum for neighbouring municipalities to work more closely together to better manage growth, coordinate service delivery and optimize resources for citizens.

Off-Site Levies

A Municipal Council may, through bylaw, impose payment of a levy (called an off-site levy) in respect to land that is being

developed or subdivided. The off-site levy may be used to pay all or part of the capital cost for new or expanded community recreation and culture facilities.

The Modernized Municipal Government Act enables off-site levies to include community recreation facilities, libraries, fire halls and police stations to empower municipalities to work in partnership with developers and ensure Albertans and their families have access to these facilities. This new regulation was drafted to accompany that requirement and proposes to:

- Update general principles for identifying, consulting on, funding and coordinating infrastructure needs;
- Create additional principles for the new expanded scope (i.e. fire halls, police stations, libraries and recreation facilities);
- Identify criteria for developing levy formulas;
- Identify considerations upon which a levy is calculated;
- Update consultation requirements;
- Update reporting requirements; and
- Update off-site levy bylaw appeal requirements.

Spirit of Alberta—Alberta's Cultural Policy (2008)

The focus of the Spirit of Alberta Policy is on fostering and supporting the aspects of culture and quality of life that include professional and amateur individuals and organizations, community enjoyment of creative and recreational activities, cultural industries, cultural institutions and natural and built heritage. The Spirit of Alberta is designed around four important keystones:

- Access—all Albertans have the opportunity experience a wide range of cultural activities;
- Capacity—communities have the resources to support culture;
- Excellence—our cultural professionals and organizations are striving to be the best they can be; and
- Cultural Industry—government policy will encourage cultural industry capacity, sustainability and development.

The following guiding principles inform the policy and guide the province in setting goals:

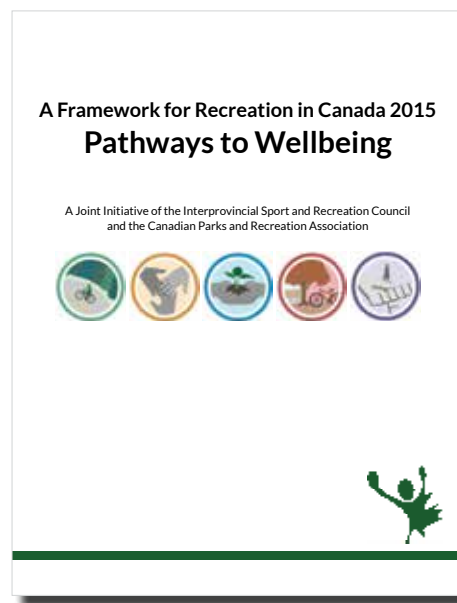
- Quality of Life
- Partnership and Collaboration
- Diversity
- A Valued Culture and Creative Community
- Education and Lifelong Learning
- Stewardship and Sustainability
- Economic Development
- Access

National Planning

A Framework for Recreation in Canada: Pathways to Wellbeing (2015)

A Framework for Recreation in Canada is a guiding document for publicly supported recreation providers in Canada. The Framework was developed by the Canadian Parks and Recreation Association and the Interprovincial Sport and Recreation Council with input from various stakeholders across Canada. In 2015, it was endorsed by Federal and Provincial/Territorial Ministers. The Framework provides a philosophic foundation for the recreation sector and confirms recreation as an essential public service.

The Framework provides a vision and five goals for the delivery of recreation in Canada. While it is understood that recreation is a broad term and that local interests, priorities and needs differ in each community, the Framework is great starting point for recreation planning. In addition, aligning the recreation sector across the country can help build a stronger case for investment from the provincial and federal levels.



A Renewed 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.



Goal 2: Inclusion and Access

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



Goal 3: Connecting People with Nature

Help people connect to nature through recreation.



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.



Goal 5: Building Recreation Capacity

Ensure the continued growth and sustainability of the recreation field.



Let's Get Moving: A Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada (2018)

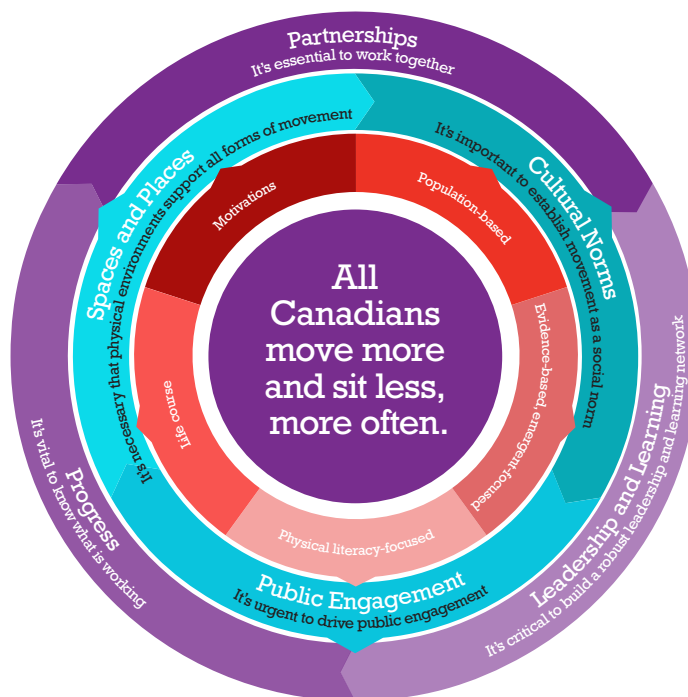
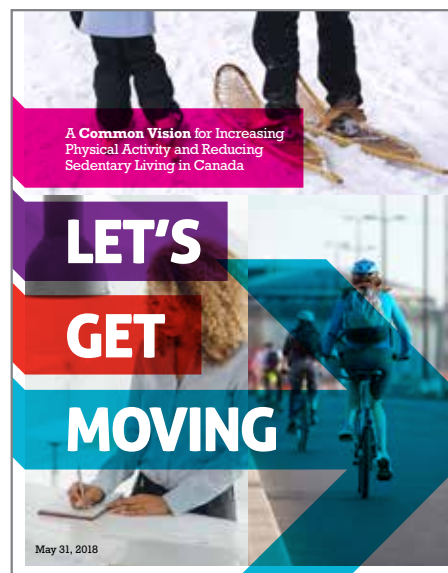
The *Common Vision* is a national policy document to lead Canadians towards ways of increasing physical activity and reducing sedentary living. Input was gathered from a wide range of stakeholders including the public, professionals, non-profit and private sectors, academia and researchers, and all orders of government across the country.

Suggested actions and strategic imperatives are categorized into the following six areas of focus:

- Cultural Norms
- Spaces and Places
- Public Engagement
- Partnerships
- Leadership and Learning
- Progress

There are a number of ideas presented that call upon municipal governments; some ideas are presented as follows:

- Work with community planners to create accessible and inclusive spaces and places.
- Work in partnership with Indigenous leaders to understand the Calls to Action from the Truth and Reconciliation Commission's Final Report (2015).
- Use Geographic Information System (GIS) tools to reveal trends and detect weaknesses in walkability and access to recreation facilities and the use of green spaces in communities.
- Monitor parks, fields and playgrounds to determine how best to activate these places and spaces.
- Use evidence-based checklists and self-assessment tools (e.g., Photovoice) to help assess physical activity opportunities and barriers in neighbourhoods.
- Audit accessibility and improve access to recreation facilities where appropriate.
- Help organizations that have volunteer capacity issues (or face high turnover of volunteers/coaches/programmers) find meaningful solutions and/or find ways to support them so that quality programming is consistent and reliable.



Truth and Reconciliation

Several “calls to action” were outlined in the Truth and Reconciliation report commissioned by the Government of Canada in 2015. Some of the calls to action are pertinent to the public delivery of culture and recreation services.

Call to Action 66

We call upon the federal government to establish multiyear funding for community-based youth organizations to deliver programs on reconciliation.

Call to Action 67

We call upon the federal government to provide funding to the Canadian Museums Association to undertake, in collaboration with Aboriginal peoples, a national review of museum policies and best practices.

Call to Action 87

We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.

Call to Action 88

We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.



Truth and
Reconciliation
Commission of Canada

Vital Signs: Arts & Belonging

Community Foundations of Canada in partnership with the Canadian Arts Presenting Association / l'Association (CAPACOA) developed this report (2015) to demonstrate the power of the arts to build a greater sense of belonging to communities, the country and to each other. The report presents numerous findings gathered through a variety of surveys and ultimately identifies several recommendations on how community belonging can be continually built through the arts. Included in the seventeen recommendations are the following.

- **Explore art as a vehicle for reconciliation.** The Truth and Reconciliation Commission of Canada demonstrates how art can help heal the rifts and strengthen the relationships between Indigenous and non-Indigenous people.
- **Strengthen public policy, planning and funding.** Recognizing that a vibrant arts community is key to attracting and retaining people in the community—and in building belonging—arts and culture needs to be a fundamental component of city planning.
- **Support arts volunteers.** In all communities, arts organizations and festivals rely heavily on volunteers.

Creative Canada (2017)

Creative Canada is a policy framework with a new vision and approach to creative industries and to growing the creative economy by the Government of Canada. Creative Canada charts the course for federal policy tools that support Canada's creative industries. It strengthens the government's existing cultural policy tools, sets out a path to renew the ones that require updating and introduces new initiatives that will help Canada's creators and creative industries succeed in a global, digital marketplace.

The Policy Framework identifies three pillars:

1. Invest in Canadian creators, cultural entrepreneurs and their stories.
2. Promote discovery and distribution at home and globally.
3. Strengthen public broadcasting and support local news.



Canada

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.

1. 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.
2. **Physical literacy** is the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life.



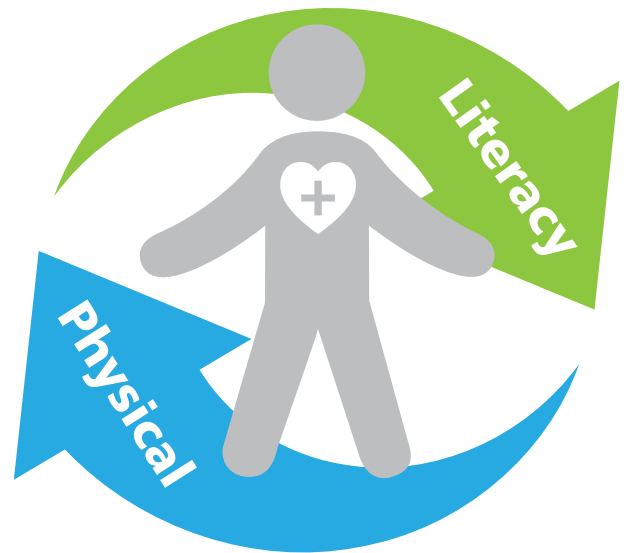
Canadian Sport for Life, with Long-Term Athlete Development and physical literacy, represents a paradigm shift in the way Canadians lead and deliver sport and physical activity. The movement calls on municipalities to help further these two important concepts in a variety of ways as outlined below. As 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 publicly supported recreation services, will optimize the benefits and value for public investment in facilities and infrastructure.

Identified areas where municipalities, and organizations such as Greater Vernon Recreation Services, 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.



Section 5

Community Engagement

An extensive program of engagement was employed during this research stage. The intent of the engagement was to gather information and the perspectives of households and stakeholders in the community. The three main tactics implemented were a household survey, community group survey and community stakeholder meetings and interviews. The findings from each of these engagement tactics are presented below.

Tactic	Respondents—Participants	Comment
Household Survey	283 responses	Representative of the community +/- 5.8% 19/20
Community Group Survey	35 responses	89 groups invited Respondents represented arts and culture, sports and recreation, adult and youth, faith community, service groups, social agencies
Stakeholder Meetings / Interviews	30 organizations / perspectives	13 meetings Participants represented arts and culture, sports and recreation, adult and youth, service groups, business community

To help promote the engagement and encourage participation from the community a project launch exercise was implemented. A description of this exercise is presented below.

Community Project Launch

While a project notice was released informing the public about the development of the Master Plan, the first interaction with the public occurred during the project launch event that took place during the Town's Family Day event. A member of the consulting team was present with the accompanying panels. Gathering the comments and input from the public took place in the hallway of the Civic Centre as Family Day activities were underway.

Community Household Survey

In total 4,820 postcards were mailed out utilizing neighbourhood mail to mailboxes in Strathmore, Carseland, Gleichen and Lyalta. Each postcard briefly described the study and provided an access code (unique to each household) that was needed to access the online survey. Individuals who preferred a hard copy questionnaire were able to contact the Town and request that version. In total 283 completed questionnaires were gathered; this sample provides findings that are representative of the community with a margin of error of +/-5.8% nineteen times out of twenty.¹ The findings from the survey are presented below in the order that they appeared on the questionnaire.

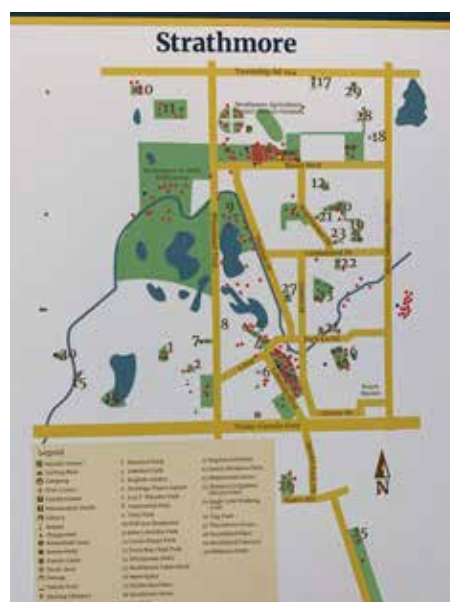
The graphic features a blue header bar at the top. Below it, the text "Town of Strathmore" is centered in a blue serif font. Underneath is the title "Recreation, Culture & Facilities Master Plan" in a larger, bold, blue serif font. A horizontal bar with a gold background and blue icons (a person, a bicycle, a person running, a person on a horse, a person in a wheelchair, and a person on a skateboard) is positioned below the title. The main text area has a white background with a thin blue border. It contains the following text: "The Town of Strathmore is planning for the future of recreation and culture services by completing a Master Plan. Your input is critical to the development of the Plan – we need to hear from you!" followed by "To participate in the survey you need to use the access code in the following box." Below this is a white rectangular box with a black border containing the text "XXXXXXXX". The text "Simply visit the Town of Strathmore's website (www.strathmore.ca) and click on the link to access the survey – have your access code handy." is centered below the box. At the bottom, the text "If you would prefer to complete a hard copy of the questionnaire please contact **Tracy Simpson** (Town of Strathmore) at TracyS@strathmore.ca. (You will need your access code for the hard copy as well.)" is centered.



Recreation, Culture & Facilities Master Plan Survey

Household in the
Strathmore Area

Your input is important!



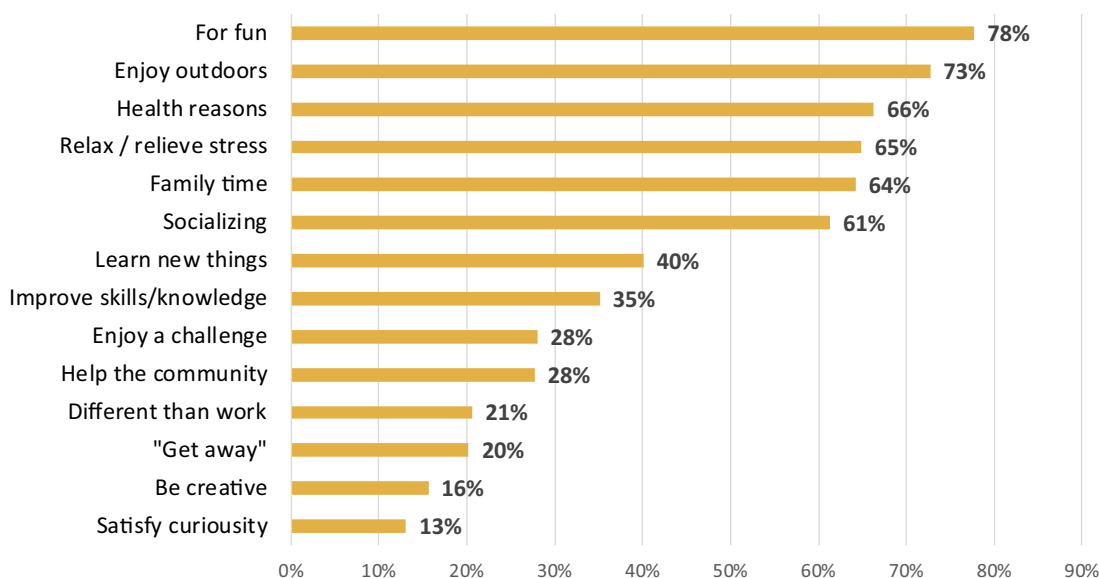
1 If the survey was fielded 20 times the findings would be within 5.8% of the findings presented herein on 19 occasions.

Survey Findings

Section 1: Reasons to Participate

To begin the survey, respondents were asked to identify the main reasons household members participate in recreation and culture activities. As illustrated in the accompanying graph, the primary motivations were fun (78%), to enjoy the outdoors (73%) and for health reasons (66%).

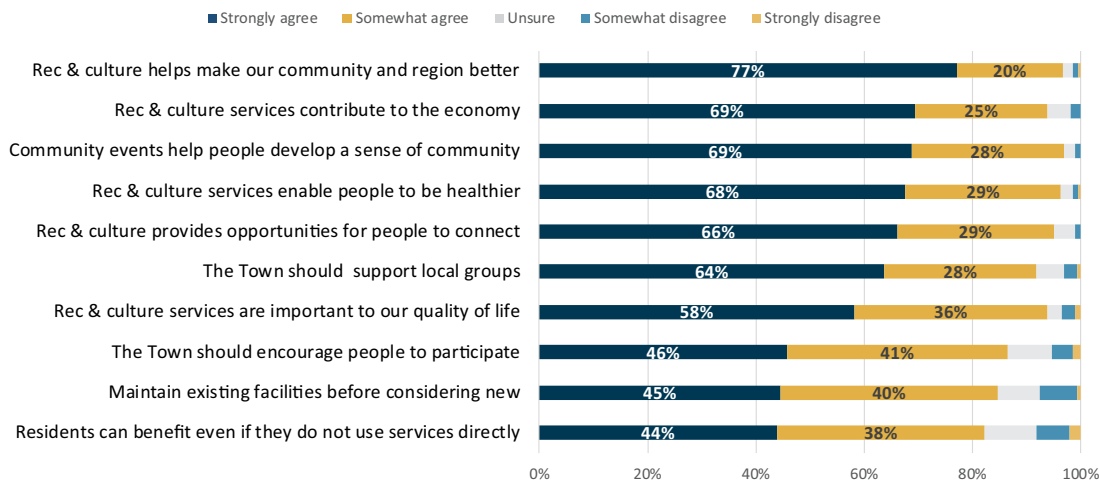
Main Reasons for Participating in Rec & Culture Activities



Section 2: Values and Considerations

Respondents were presented with several statements that refer to the development and delivery of facilities, programs and services. For each statement they were asked to indicate their level of agreement. Approximately three-quarters (77%) of respondents strongly agree that recreation and culture help make their community and region better. A further 20% somewhat agree. As can be seen in the accompanying graph over three-quarters of respondents strongly or somewhat agree with all the statements.

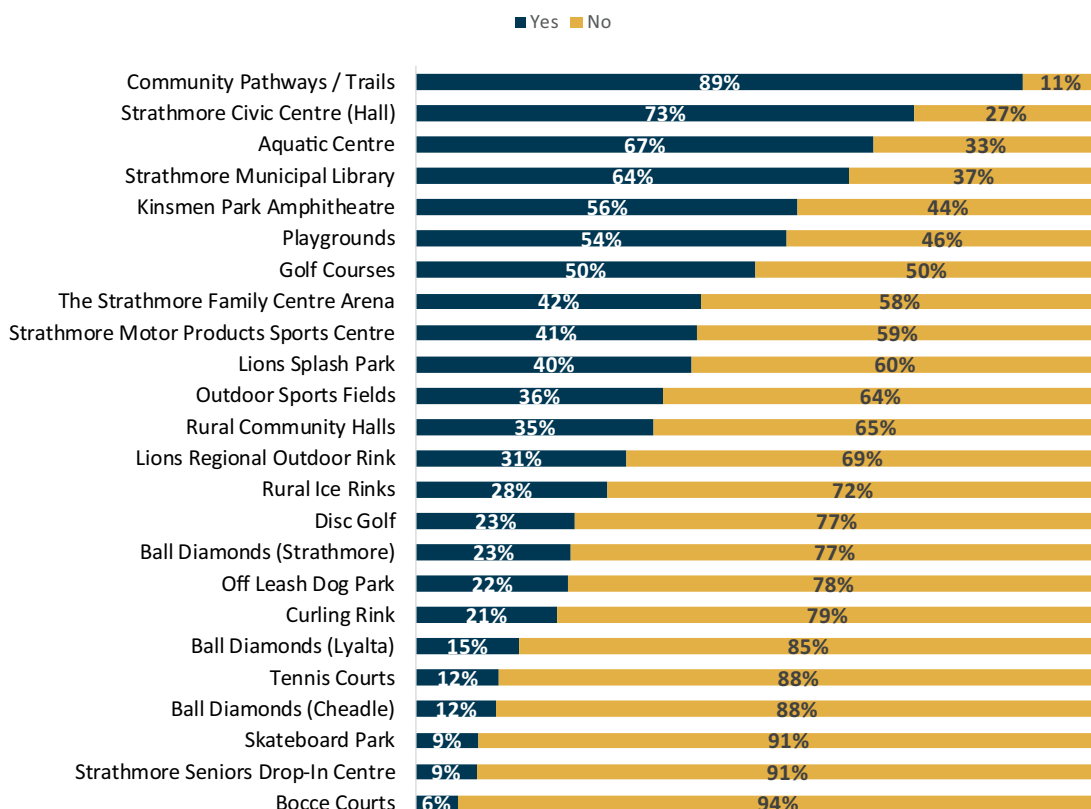
Levels of Agreement With Statements About Rec & Culture Services



Section 3: Utilization and Visitation

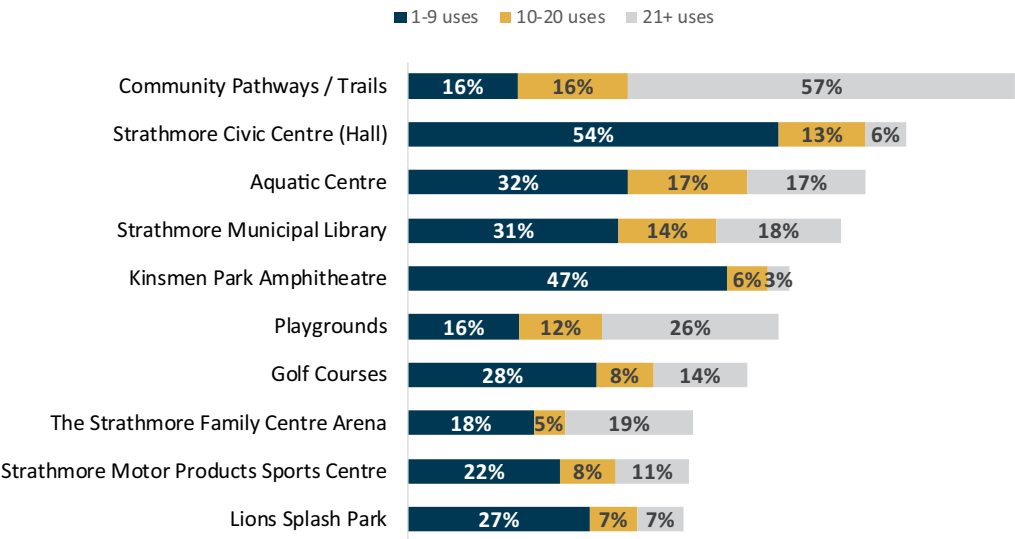
Given a list of facilities and spaces in the Strathmore area, respondents were asked to indicate the frequency with which a member of their households utilized each, as an active participant, within the previous year. The following facilities and spaces were used by at least half of households in the previous year: community pathways / trails (89% of households used it at least once); Strathmore Civic Centre—Hall (73%); Aquatic Centre (67%); Strathmore Municipal Library (64%); Kinsmen Park Amphitheatre (56%); Playgrounds (54%); and Golf Courses (50%).

Did Household Members Use the Facilities / Spaces in Last Year?



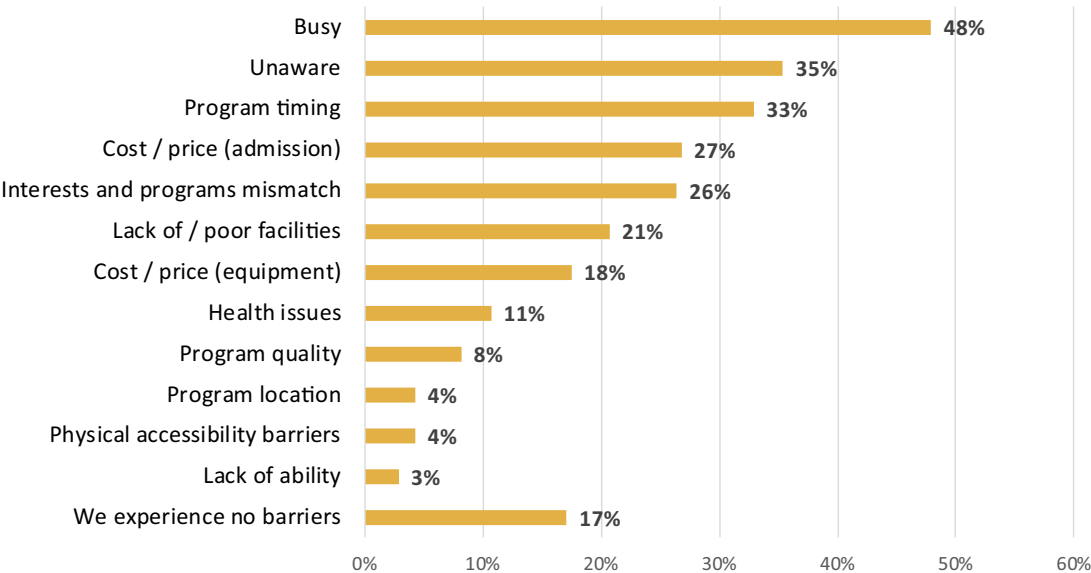
Considering the top ten facilities and spaces used by households in the previous year, community pathways / trails received the greatest amount of use. Over half (57%) of households used that amenity over 20 times in the past year. Over one-quarter (26%) of households used playgrounds more than 20 times in the past year. Conversely 54% of households in Strathmore used the Strathmore Civic Centre—Hall less than ten times. See the graph for additional findings.

How Often Did Household Members Use the Facility / Space in a Year? (Facility / Space Used by at Least 40% of Households)



Next, respondents identified barriers preventing household members from participating in recreation and culture programs and services in the region. As illustrated in the graph, almost half (48%) said that being busy impacted their ability to participate. Approximately one-third said a lack of awareness (35%) or the timing of programs (33%) as impeding people’s participation. See the graph below.

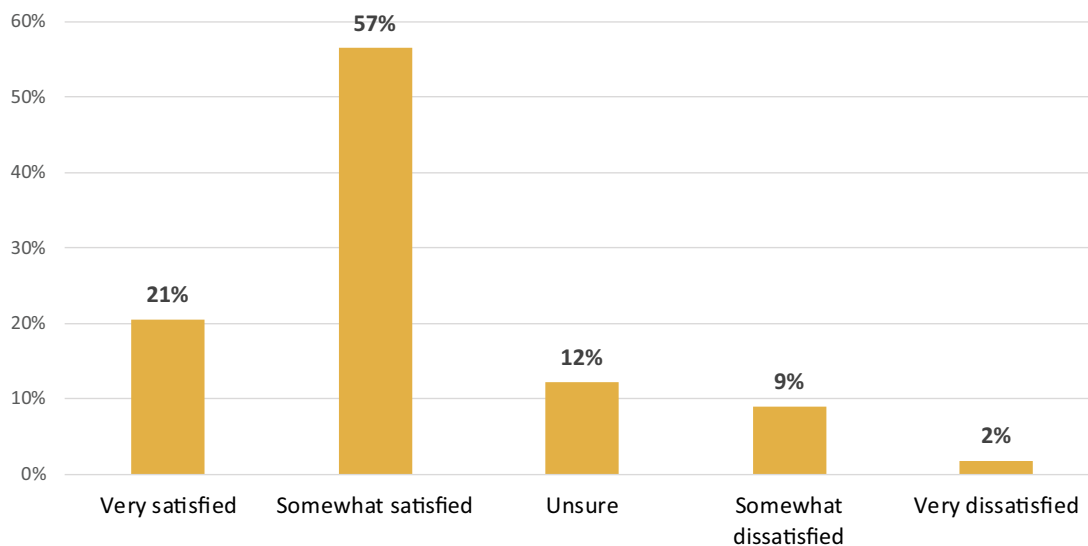
Main Barriers Impacting Participation in Rec & Culture Activities



Section 4: Overall Assessment

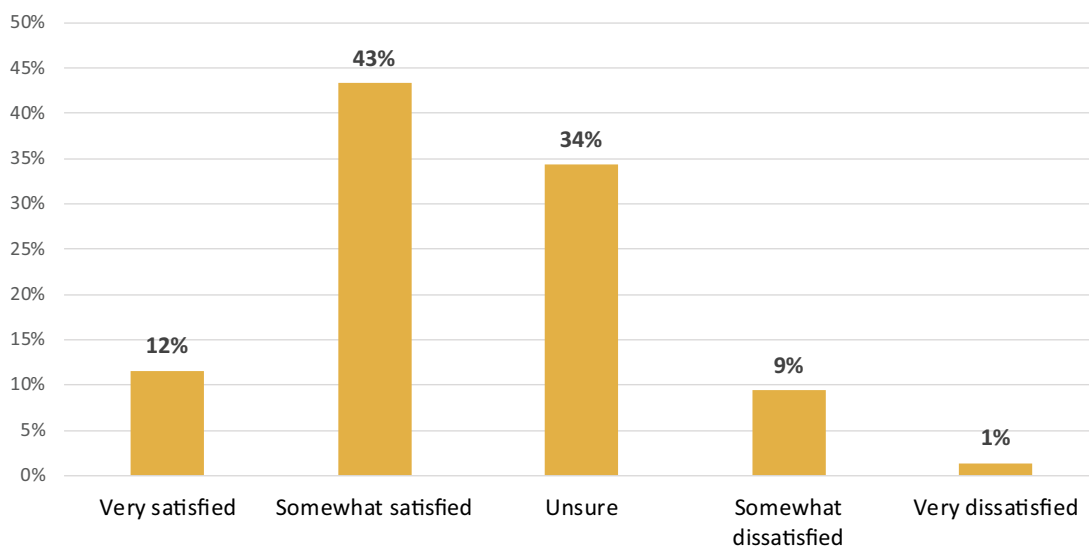
Over three-quarters (78%) of respondents expressed overall satisfaction with recreation programs and services in the region.

Overall Satisfaction With Recreation Programs and Services in the Region



Over half (55%) expressed satisfaction overall with culture programs and services in the region. Approximately one-third (34%) however were unsure.

Overall Satisfaction With Culture Programs and Services in the Region



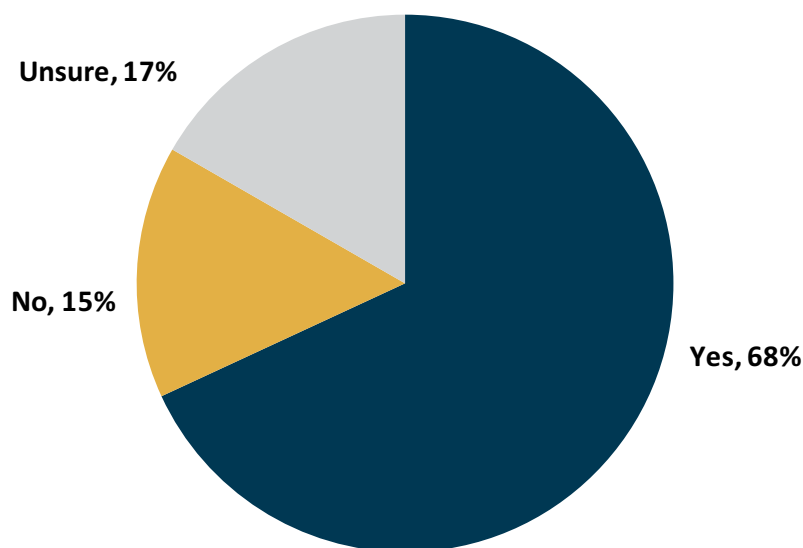
When asked to explain their satisfaction levels a number of responses were provided.

- Lack of awareness of cultural programs; few cultural programs are available.
- Cost to access services impedes participation.
- There is a need for a facility dedicated to cultural activities and performances.
- Additional facilities or enhancements are needed to existing facilities including: additional ice is needed; trail system needs to be enhanced; a multiplex is the correct approach with all under one roof.
- Improved promotion of activities and opportunities is needed.
- More programming for adults is needed; additional flexibility in when adult programming is offered.
- More community events are desired including Indigenous activities.
- Would like to see a better recognition of the community's heritage.
- More direct involvement and programming from the Town is needed.
- There are lots of opportunities in Strathmore.
- The Town is doing a good job providing recreation opportunities.

Section 5: New / Upgraded Recreation and Cultural Facilities

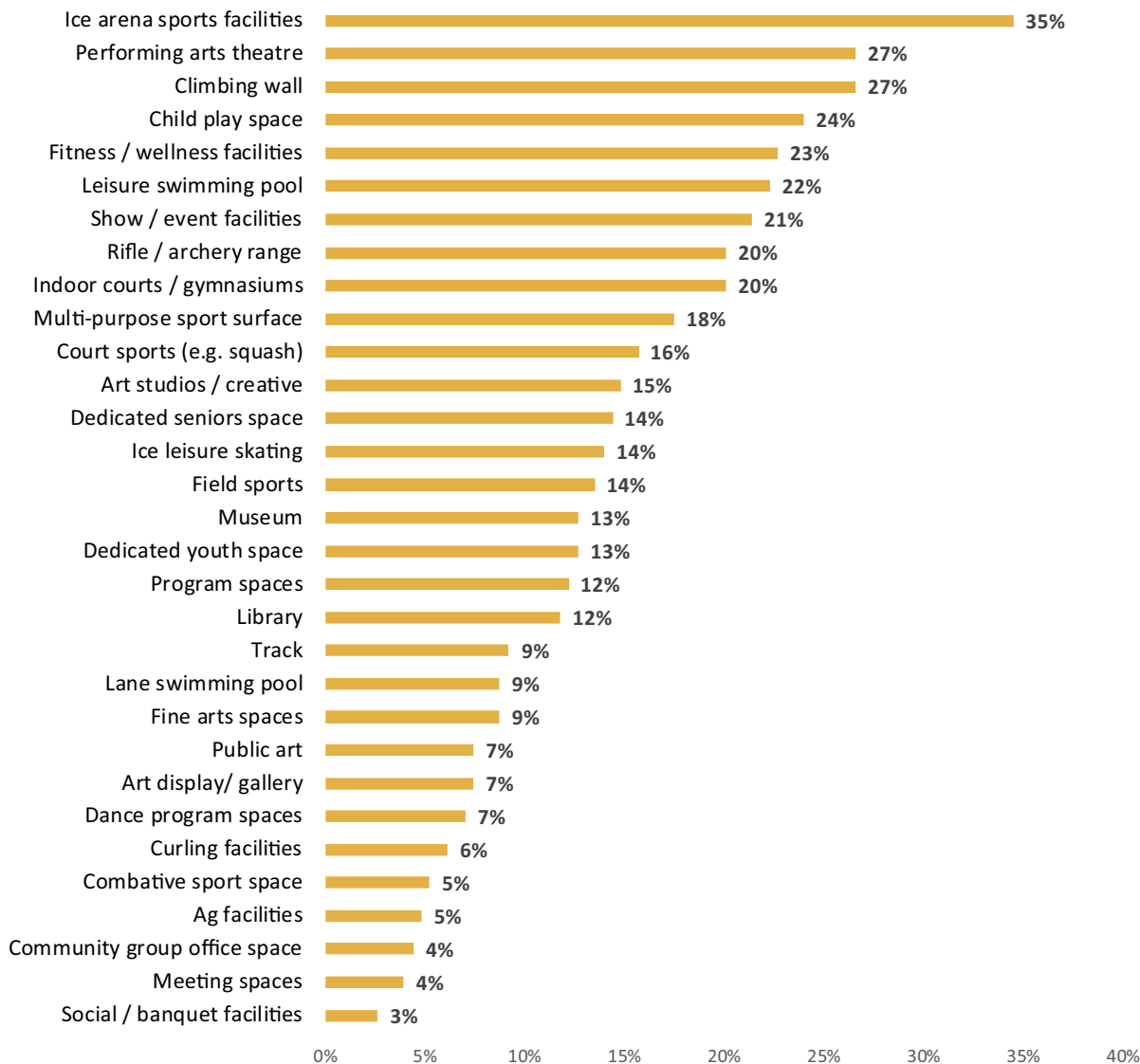
When asked if there is a need for new or upgraded recreation and culture facilities in spaces in the region approximately two-thirds (68%) said there is. Only fifteen percent said there is no need.

Is There a Need for New / Upgraded Rec & Culture Facilities / Spaces in the Region?



The 85% of respondents who answered “Yes” or “Unsure” were then asked to identify up to five **indoor** recreation and culture facilities and spaces that should be more readily available or enhanced in the region. As illustrated in the accompanying graph the top five included: ice arena sports facilities (35% identified this as one of their top 5); performing arts theatre (27%); climbing wall (27%); child play space (24%); and fitness / wellness facilities (23%). See the accompanying graph for more information.

Priorities for INDOOR Rec & Culture Facilities / Spaces

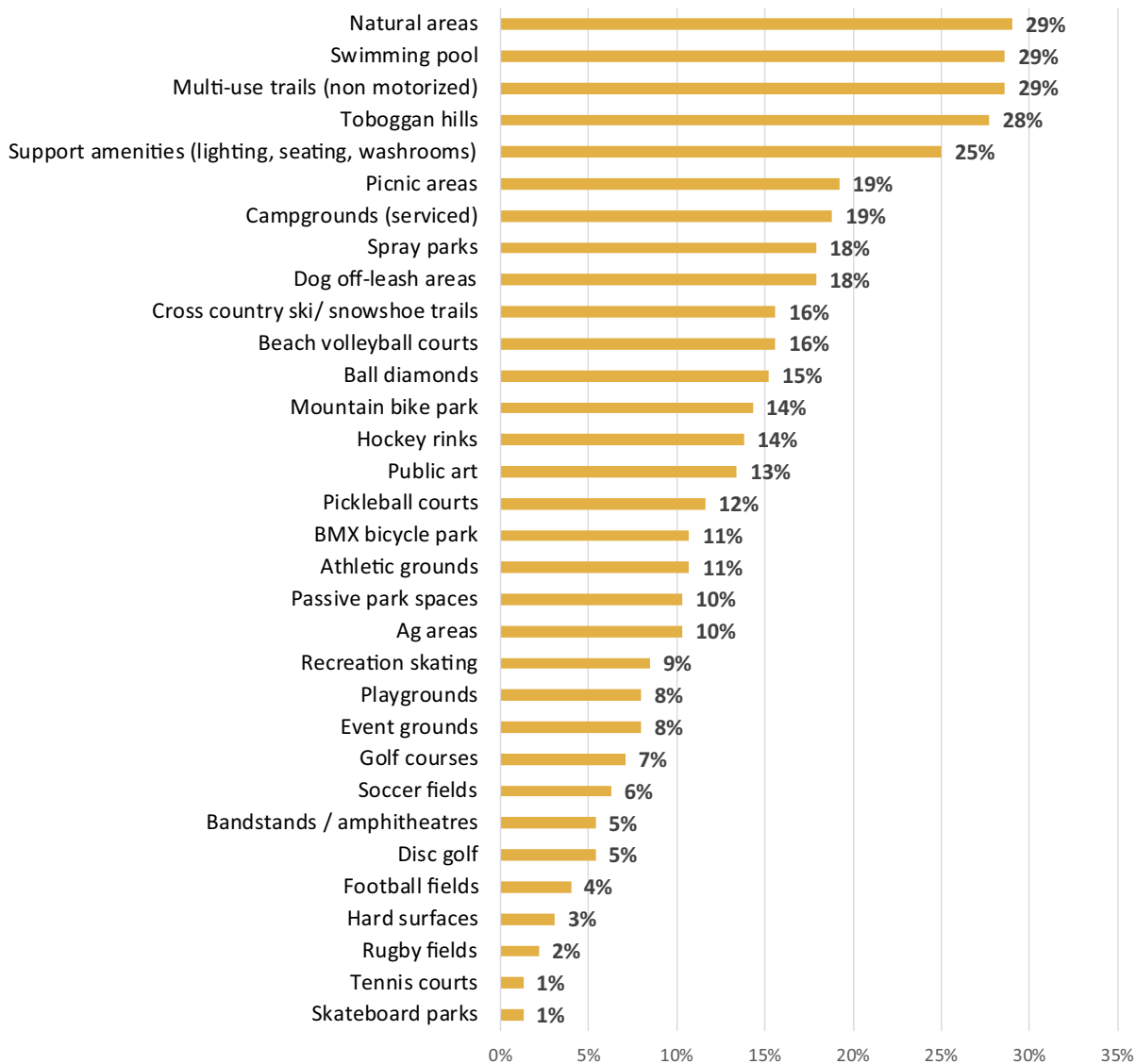


Respondents were asked to prioritize six cultural facilities and spaces. When only considering culturally related items the ranking saw performing arts theatre as top priority. The complete list:

1. Performing arts theatre
2. Art studios / creative spaces
3. Museum
4. Public art (murals, sculptures, statues)
5. Art display space/ gallery

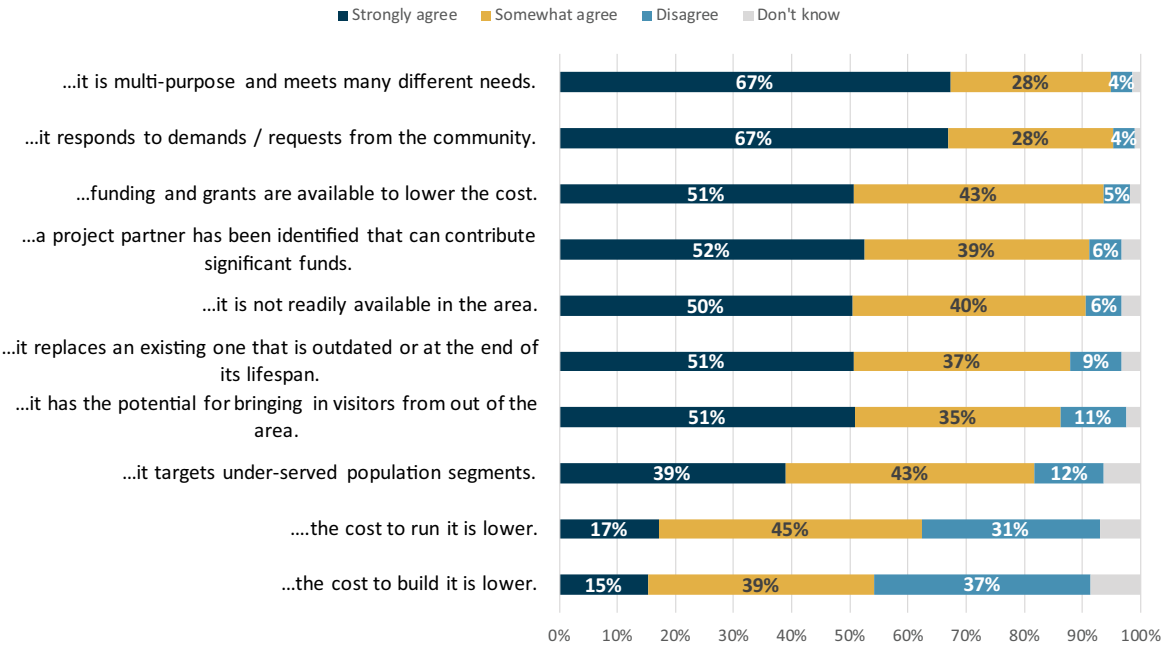
Considering **outdoor** facilities and spaces, the top priorities are: natural areas (29%); swimming pool (29%); multi-use trails—non motorized (29%); toboggan hills (28%); and support amenities such as lighting, seating, and washrooms (25%). Refer to the graph for other findings.

Priorities for OUTDOOR Rec & Culture Facilities / Spaces



Respondents were asked to identify the importance of a series of potential criteria that could be used to prioritize several different infrastructure projects. With limited resources there may be occasions in which one facility project may need to be prioritized over another. In order to do that the “competing” projects need to be considered according to some set criteria. Given several different criteria, respondents then indicated the extent to which they agree the criteria should be considered when doing this prioritization. As illustrated in the graph the top two criteria are that the facility should be multi-purpose (67% strongly agreed that this criteria should be used to prioritize multiple projects) and that the facility responds to community demand (67% strongly agreed). Operating cost (17% strongly agreed) and capital cost (15% strongly agreed) were the least supported criteria although over half agreed they should be considered.

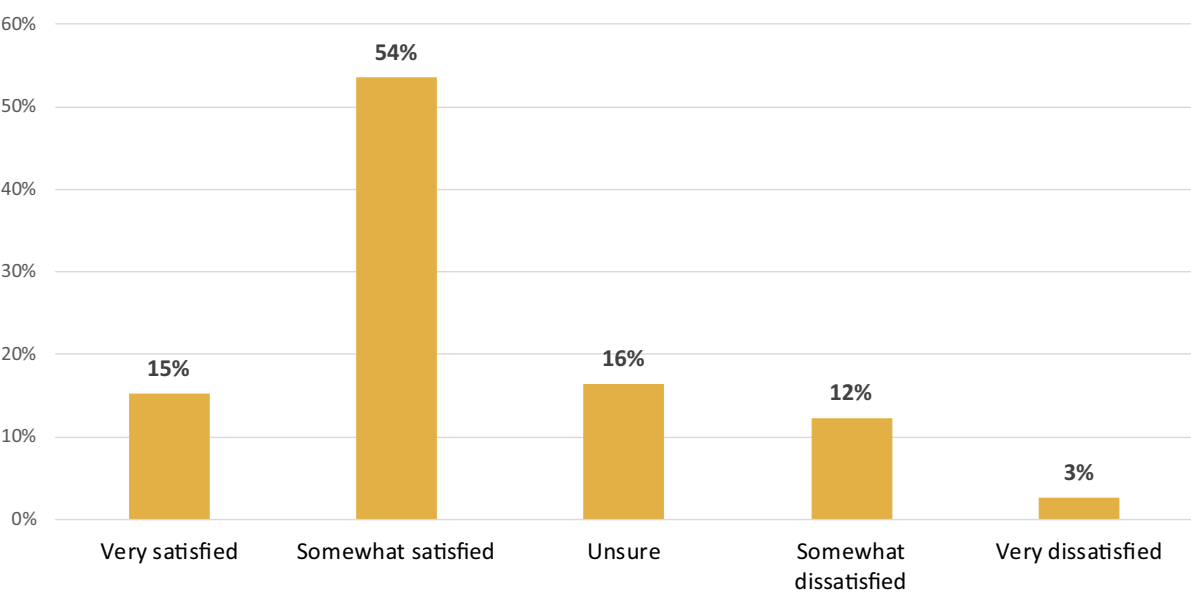
A New or Enhanced Rec & Culture Amenity Should Be a Priority if...



Section 6: Programs & Events

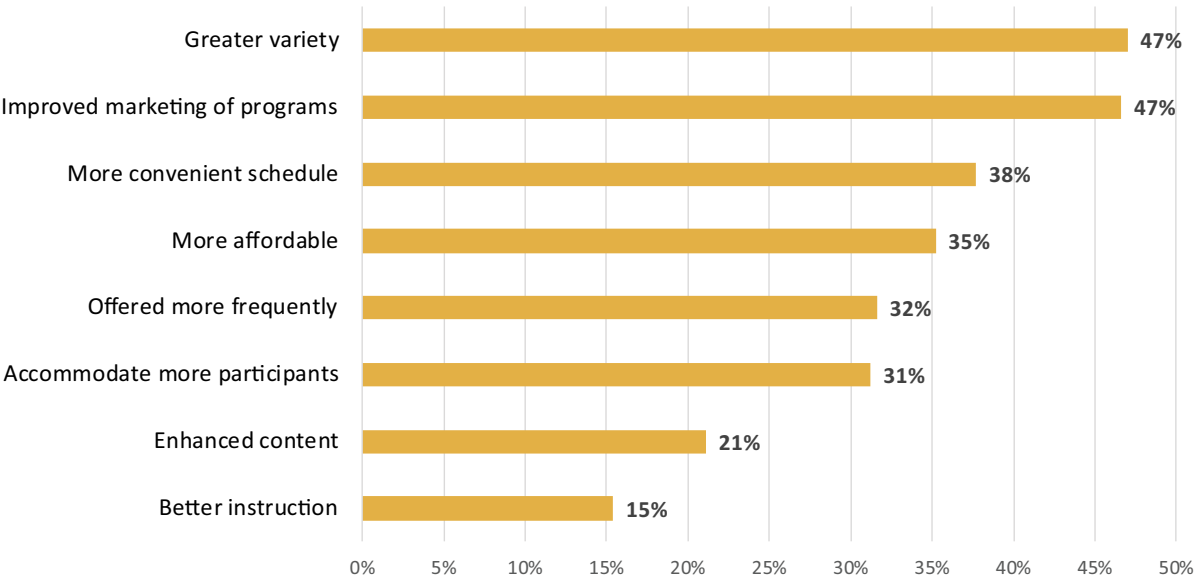
There is a variety of recreation and culture programs offered to residents in the region. When asked approximately two-thirds (69%) said they are satisfied overall with these programs.

Overall Satisfaction With Recreation and Culture Programs



When asked what improvements or changes are needed regarding programming almost half (47%) said greater variety is needed and that the programs need to be marketed better. Refer to the graph for additional responses.

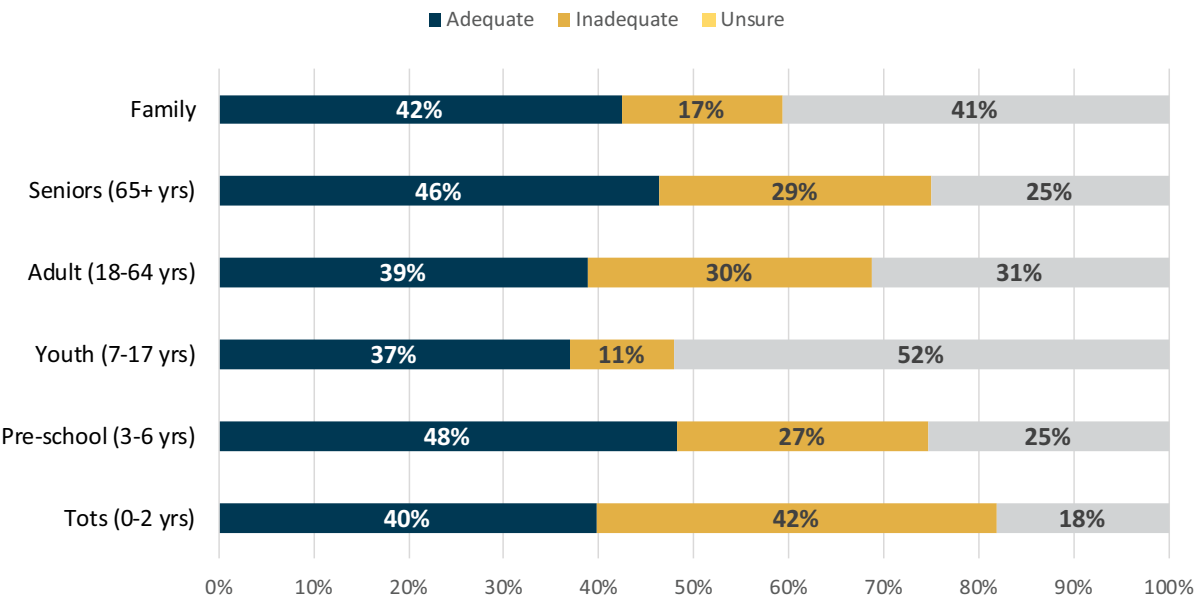
Suggested Improvements to Programming



Respondents were then specifically asked to indicate whether existing recreation and culture programs are adequate for several population segments. As illustrated in the accompanying graph only four percent (4%) of respondents felt that recreation and culture programming for special needs people is adequate while 79% said it is inadequate. Less than one-quarter (17%) were unsure. Programming for families and for adults are instances as well in which the proportion of people unsure is relatively small (25% and 31% respectively).

Are Existing Programs Adequate For These Segments?

(Subsegment based on household composition)

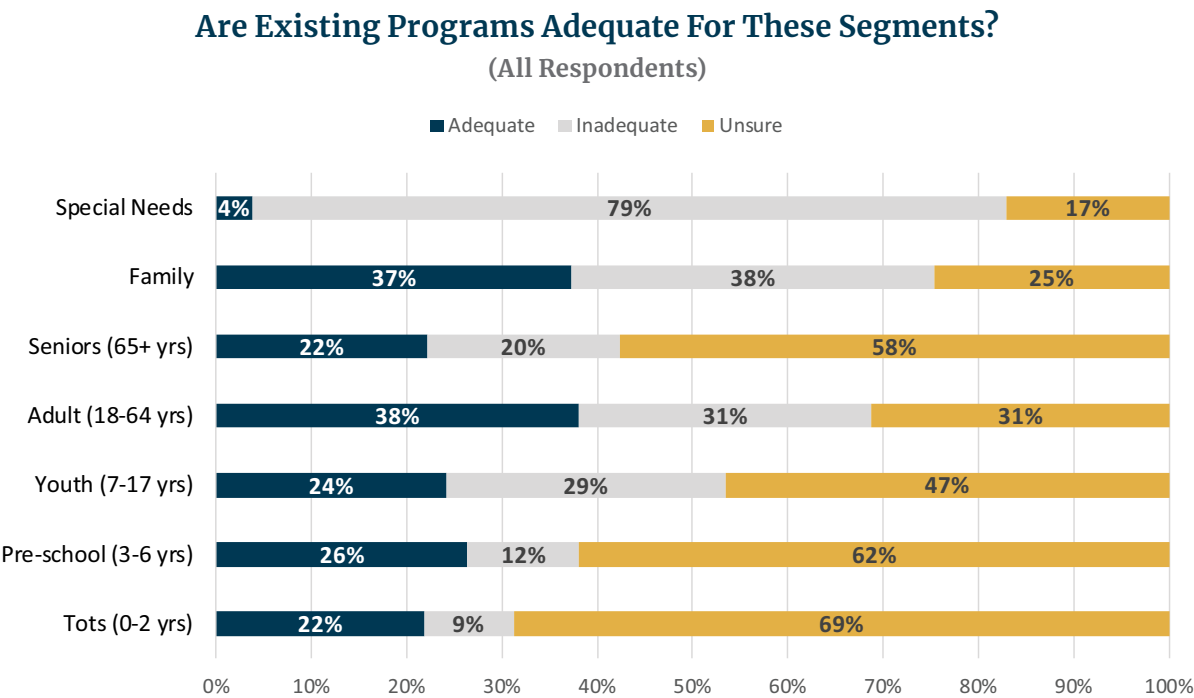


The results look a little different when examined by the demographic breakdowns of respondents. In the following graph the responses are shown in each instance only from those respondents whose household most closely matches the programming age group. For example, the response for youth programming (37% adequate, 11% inadequate) is comprised only of those respondents with someone 10–19 years of age in the home. The make-up of respondents for each of the programming segments is noted in the table.

Program Segment	Household Composition of Respondents Includes*:
Tots (0–2 yrs)	0–9 yrs
Pre-school (3–6 yrs)	0–9 yrs
Youth (7–17 yrs)	10–19 yrs
Adult (18–64 yrs)	20–69 yrs
Seniors (65+ yrs)	70+ yrs
Family	0–19 yrs
Special needs	Not connected to a particular age segment

*Household composition categories do not fully align with program segment.

The following graph illustrates the responses that align with the above table.

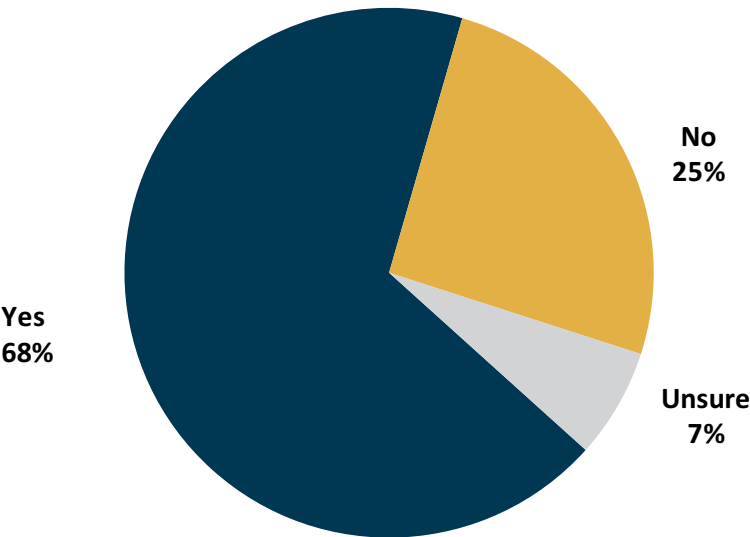


Respondents who identified a program type as inadequate were then able to identify programs or program types they think should be more available.

- Youth programming particularly that which accommodates drop-in and spontaneous use.
- Programming for adults including cooking, healthy living and ones designed to help people meet each other.
- Programs for special needs people of all ages including young adults with special needs.
- Additional seniors programs including pickleball. Transportation to programs would be helpful.
- A need for programs for preschool children was identified, particularly winter time programs.
- More programming for families that could even consider evenings on the weekends.
- Arts and culture programming including music and art history.

Approximately two-thirds (68%) of respondents had a household member attend a major event (indoor or outdoor) in Strathmore in the previous year.

Did Any Household Member Attend a Major Event in Strathmore in the Past Year?

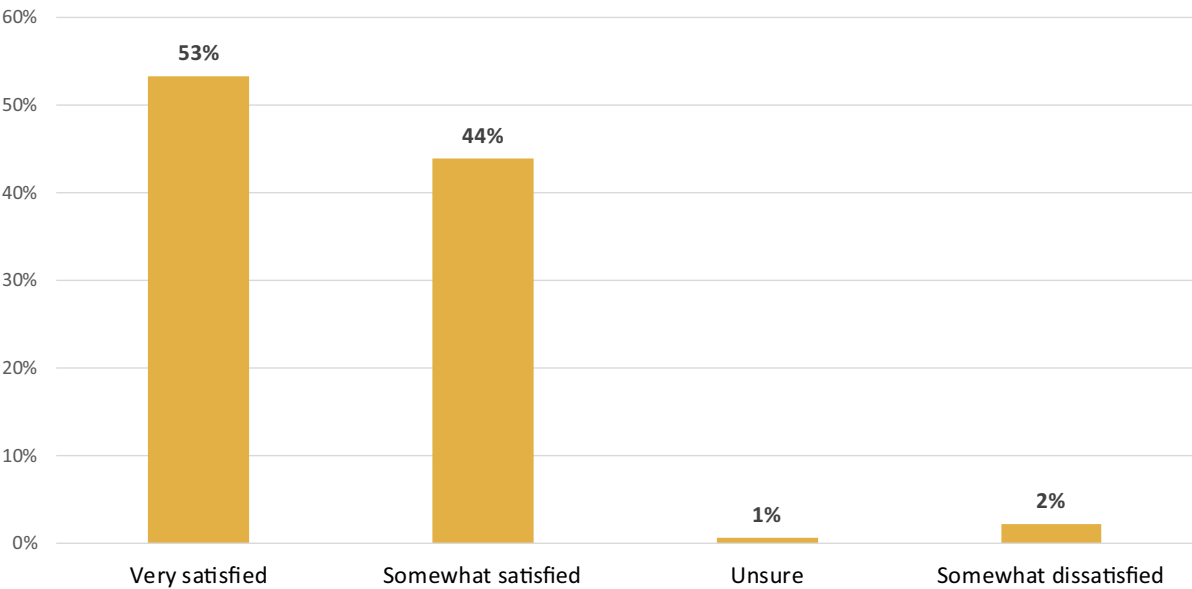


When asked to name the event(s), a multitude of events were identified. These included:

- Strathmore Stampede / Heritage Days
- Canada Day
- Christmas / Festival of Lights
- Farmers Markets
- Performing Arts Festival
- Family Day activities
- Battle of the Badges
- Meet Your Neighbour events
- Tri-Smore
- A variety of sporting events and tournaments.

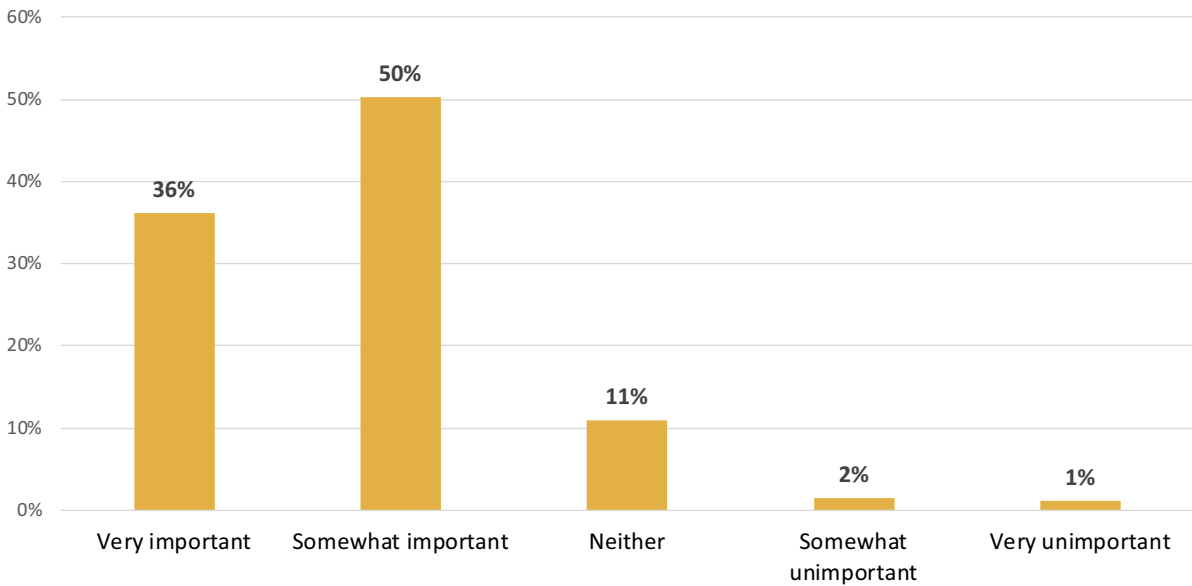
Almost unanimously (97%), people expressed satisfaction with the events attended, with approximately half (53%) being very satisfied. Refer to the graph below.

Satisfaction With Events Attended



Over three-quarters (86%) of respondents think it is important to have major community wide events and festivals; in fact about one-third (36%) of respondents said it is very important.

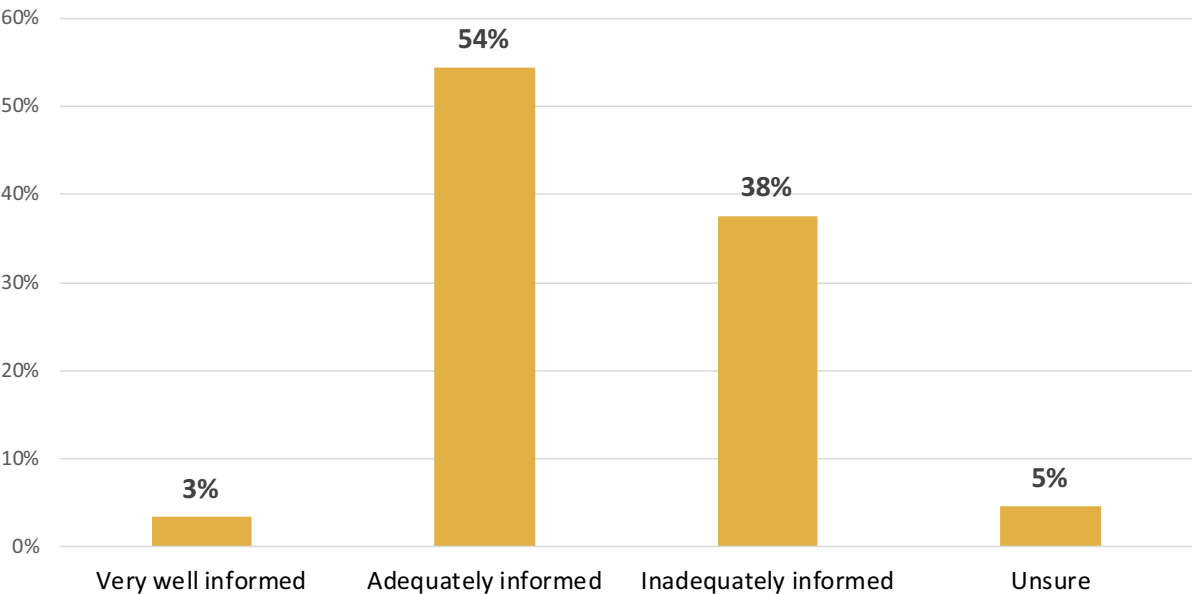
Importance of Community Wide Events and Festivals



Section 7: Communications

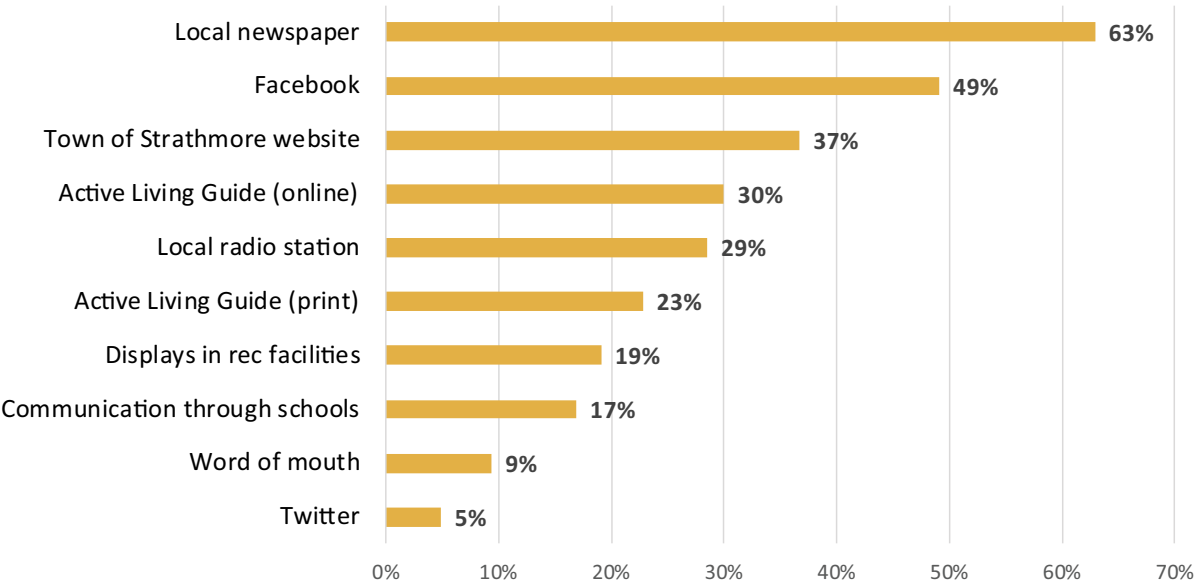
Just over half (57%) of respondents feel very well or adequately informed about recreation and culture opportunities in the area. Over one-third (38%) feel inadequately informed.

How Well Informed Do You Feel About Rec & Culture Opportunities in the Area



When asked to identify their top three preferences to learn about recreation and culture services and opportunities in the area approximately two-thirds (63%) identified the local newspaper. About half (49%) said they would prefer to learn about opportunities and services through Facebook. Refer to the graph.

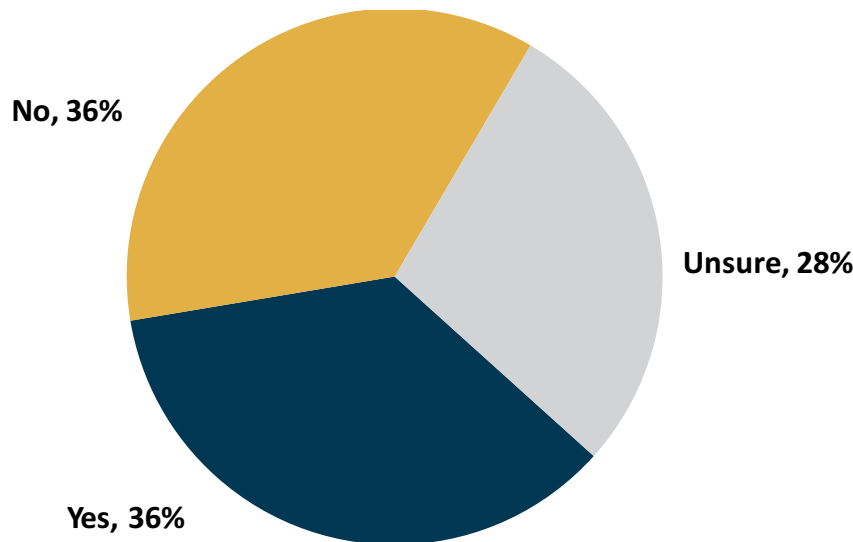
How Would You Prefer to Learn about Rec & Culture Services and Opportunities in the Area?



Section 8: Willingness to Pay

Town recreation and culture programs and services are funded by a combination of tax support (including property taxes) and fees paid by users. Respondents were asked if they would support an increase in annual property taxes to ensure that community needs for facilities, programs and services are better met. As illustrated in the graph approximately one-third of respondents would support an increase. The same amount (36%) would not.

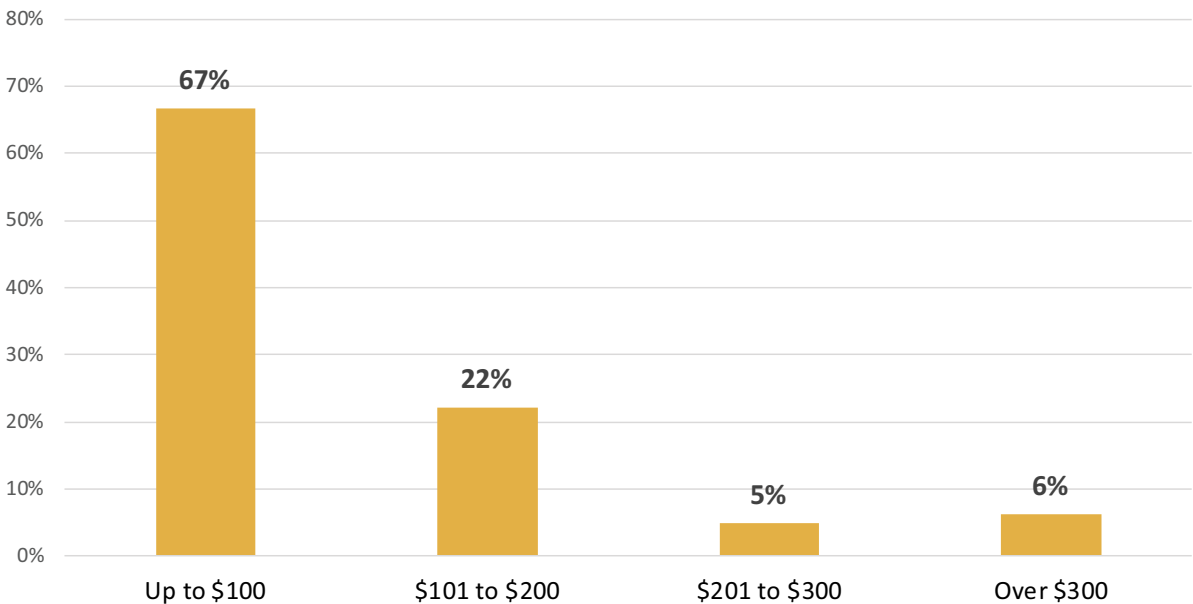
Would You Support an Increase in Annual Property Taxes?



Those respondents who answered “Yes” or “Unsure” were then asked how much of an increase in annual property taxes they would support. Two-thirds (67%) would support an increase up to \$100. Six percent (6%) would support an increase in excess of \$300.

How Much of An Annual Property Tax Increase Would You Support?

(Those who answered “Yes” or “Unsure”)



When asked about user fees to pay for recreation and culture services only 21% said to increase the current level. Approximately two-thirds (60%) said user fees should be maintained at their current level.

Section 9: Household Profile

The composition of survey respondents is described in the following table.

Where do you live?	
Town of Strathmore	83%
Wheatland County	17%
If in Wheatland County, which electoral division?	
1	4%
2*	24%
3	13%
4*	20%
5*	31%
6	7%
7	-
How long have you lived in the region?	
Less than 1 year	1%
1-5 years	16%
6-10 years	19%
11-20 years	33%
More than 20 years	31%
Do you own or rent your home?	
Own	93%
Rent	7%
Household Composition**	
0-9 yrs	17% (14%)
10-19 yrs	16% (13%)
20-29 yrs	8% (12%)
30-39 yrs	14% (14%)
40-49 yrs	15% (13%)
50-59 yrs	11% (13%)
60-69 yrs	13% (11%)
70-79 yrs	5% (6%)
80+ yrs	1% (4%)

*These electoral divisions surround the Town of Strathmore

**The figures in parentheses refer to the figures from the 2016 census for the Strathmore CMA

Section 10: Final Thoughts

Finally, respondents were able to share any other comments they had regarding recreation and culture in the region. Many of the comments simply reiterated previously stated responses however there were a number of comments made by multiple people.

- Affordability is a real issue and needs to be considered as opportunities are offered.
- Any development should occur through an exploration of P3s or partnerships with municipal neighbours.
- Taxes are high enough and any consideration of spending should be tabled until the economy improves.
- The focus on quality of life and healthy living is positive and should be continued.
- Arts and culture should be given some support as sport and recreation has been a focus for a while.
- Promotion of opportunities needs to improve; the emphasis on Facebook needs to shift.
- Events and tournaments can attract non local spending. Ensuring the appropriate facilities are in place is needed.
- Active transportation is important and should be reflected in the planning and development / enhancement to the trail system.



Community Group Survey

To gather more detailed data and feedback from organizations in the study area involved in providing programs, activities and events, a Community Group Survey was fielded. In total 35 responses were gathered from a broad range of groups including schools, arts and culture groups, the faith community, youth and adult sport and recreation groups, service groups and social agencies. For a complete list of Group Survey respondents, please refer to Appendix B.

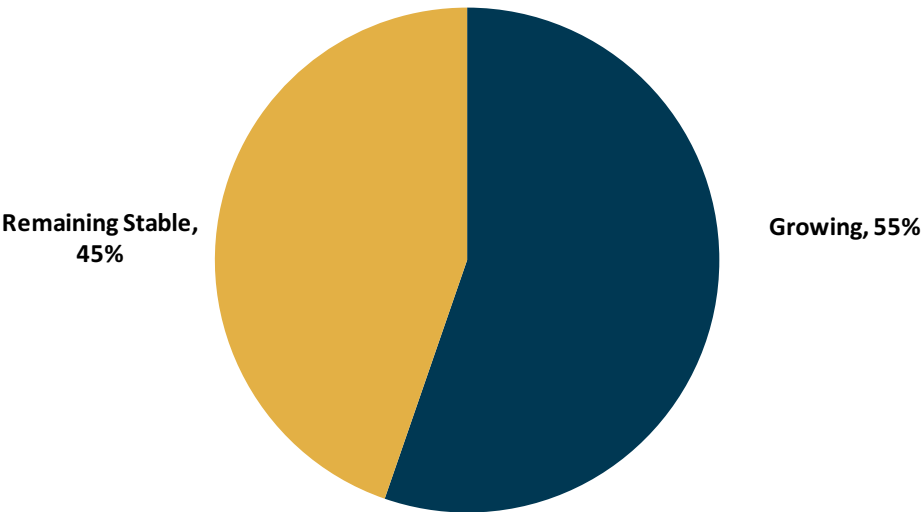
Survey Findings

Section 1: About Your Organization

As noted previously, the organizations participating in the survey represented a range of activity and programming types. They provide services to young children through to adults and seniors of both genders. The participant / membership numbers reported total in excess of 10,000 people. While some individuals may be a member or participant of multiple groups, these groups do represent a sizeable number of people in the community.

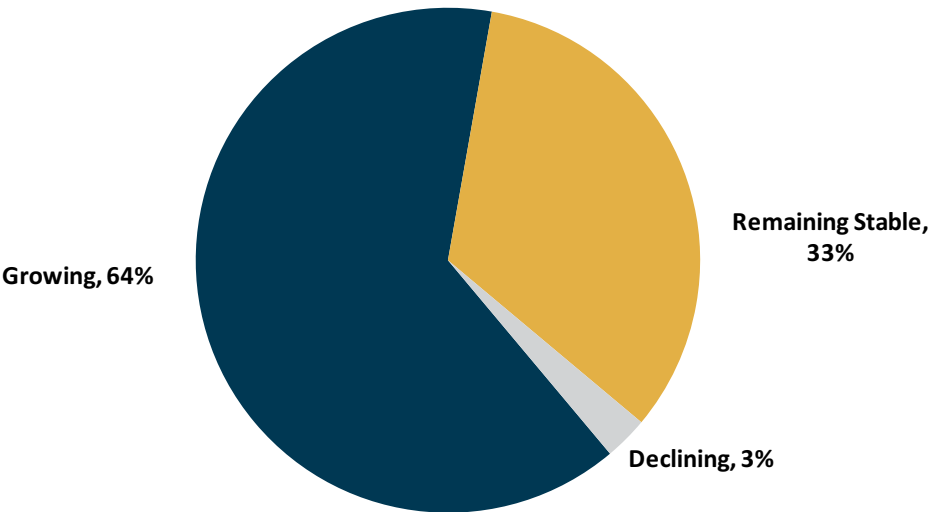
Over the past few years over half (55%) have been growing while the remaining groups have remained stable.

Recent Trend for Participation / Membership Numbers



Approximately two-thirds of groups (64%) expect to grow over the next few years.

Expectation for Participation / Membership Numbers

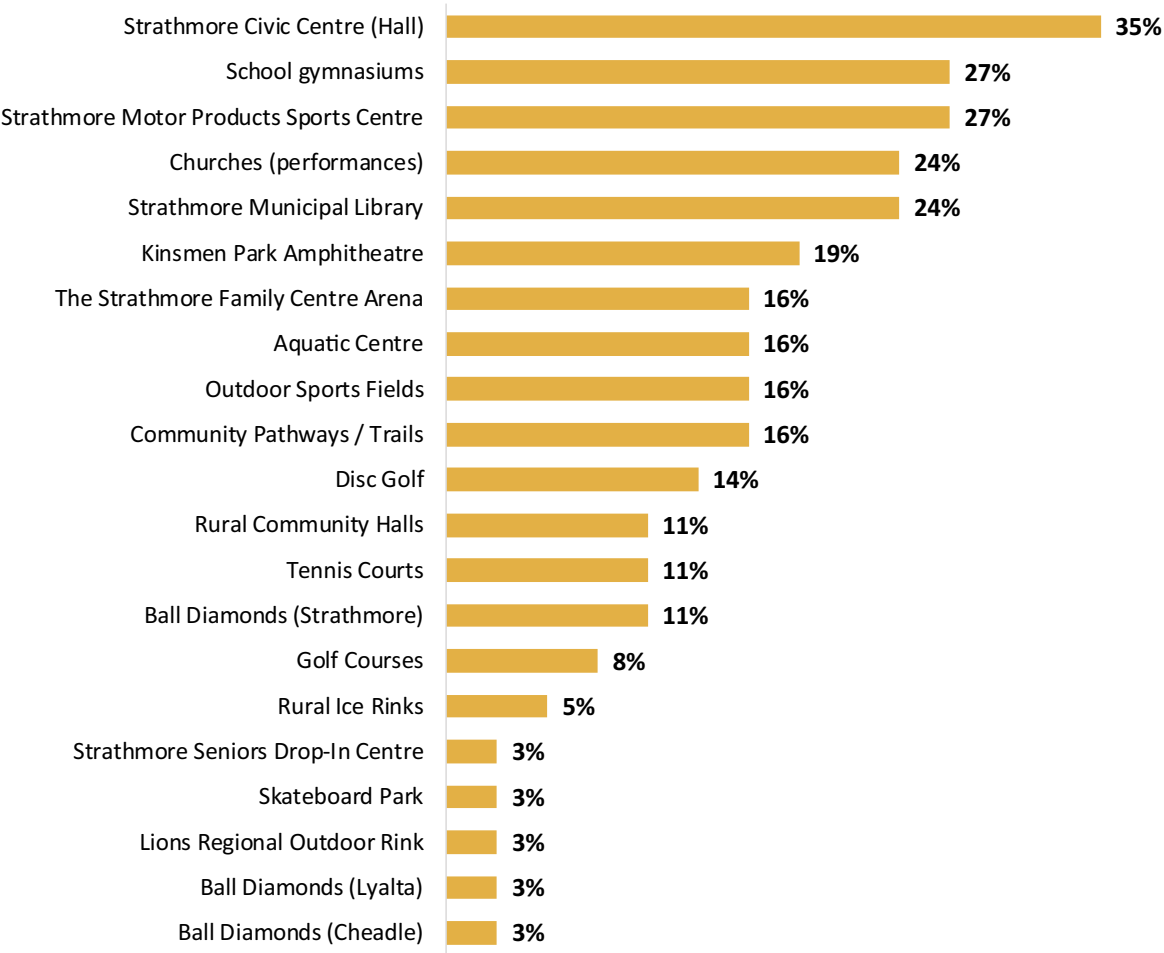


Groups then identified factors, that have an impact on their participant or membership numbers. While a number factors were stated the most prevalent ones that impaired participation were: limitations in available space to offer programs have limited numbers; and low public awareness of the program/activity limits participation. Low program costs have aided some groups in attracting and retaining participants.

Section 2: Current Facilities and Spaces

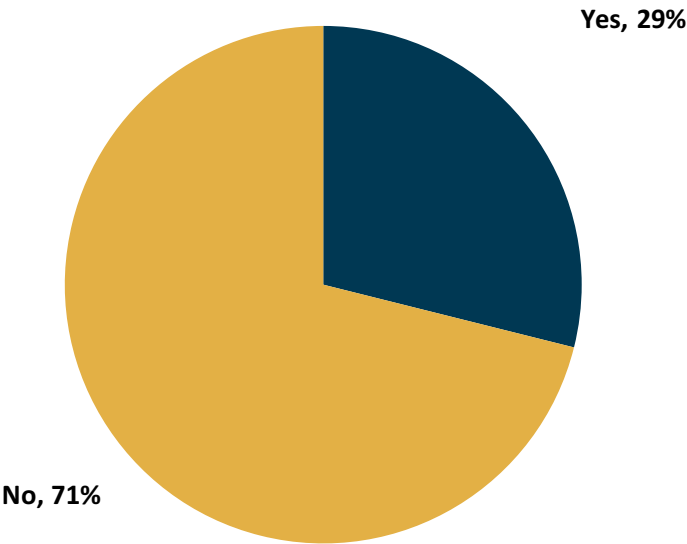
Next given a list of spaces, groups identified those spaces that their organizations primarily uses. As illustrated in the accompanying graph, approximately one-third (35%) of groups use the Strathmore Civic Centre (Hall). School gymnasiums (27%) and the Strathmore Motor Products Sports Centre (27%) were the spaces used by approximately one-quarter of groups. The Kinsmen Park Amphitheatre was the outdoor space used by the most number of groups (19%).

Spaces Primarily Used



Less than one-third (29%) of groups used spaces outside of Strathmore due to the spaces’ inadequacy or lack of availability.

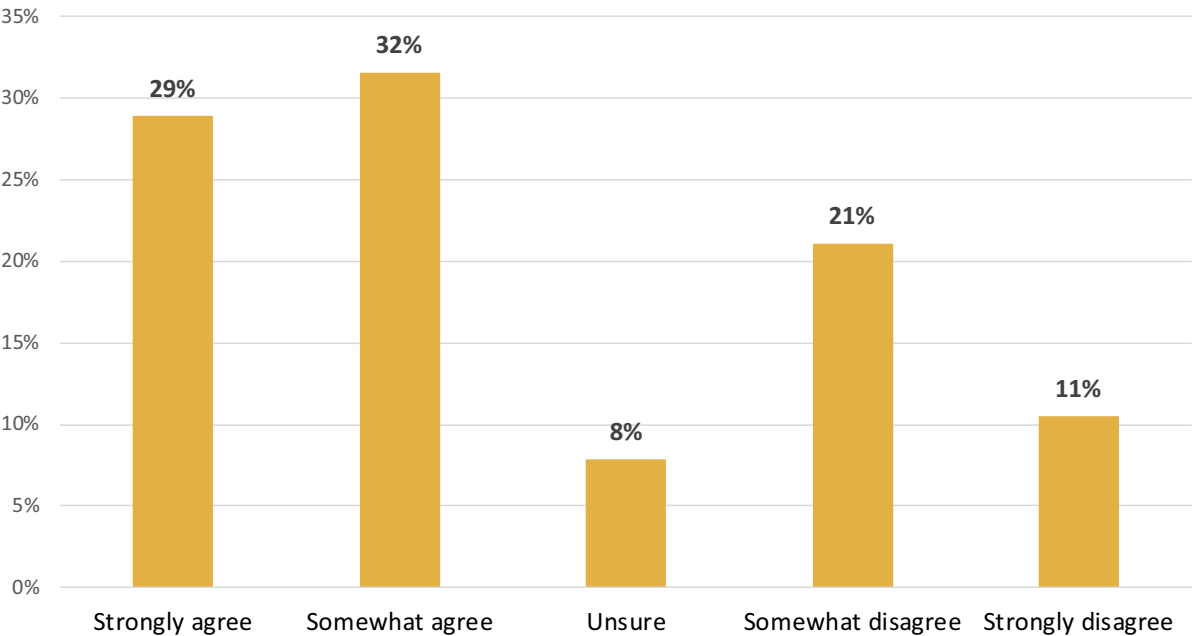
Do You Use Facilities / Spaces Outside of Strathmore?



Those that did leave Strathmore provided some explanation as to reasons why. Most commonly the lack of availability in booking space was cited as a reason to go elsewhere to offer programming. The second most common reason related to the calibre of space. Some groups have gone elsewhere to use facilities that are better equipped to accommodate their activities (e.g. size, layout).

While approximately two-thirds (61%) of groups agreed to some extent that the current facilities and spaces in Strathmore meet their organizations’ needs, almost one-third (32%) disagreed.

The Current Facilities / Spaces in Strathmore Meet Our Needs

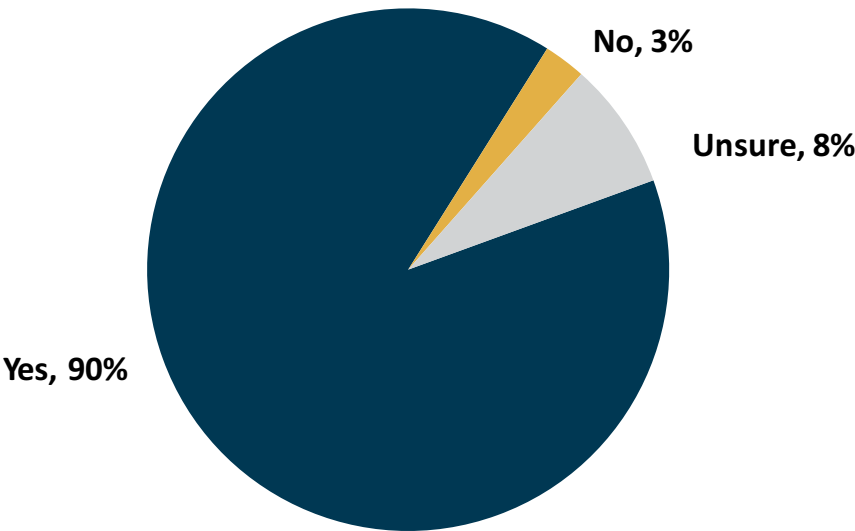


Groups then went on to identify enhancements to spaces they use that would improve their satisfaction with those spaces. Suggestions included enhanced maintenance of outdoor spaces; improved lighting in facilities and at outside venues; access to drinking water and bathrooms outdoors—including Kinsmen Park; improved technology at Town facilities; and child friendly space adjacent to the Library.

Section 3: Need for New / Upgraded Spaces

An overwhelming proportion (89%) said that there should be new or upgraded recreation and culture spaces developed in Strathmore.

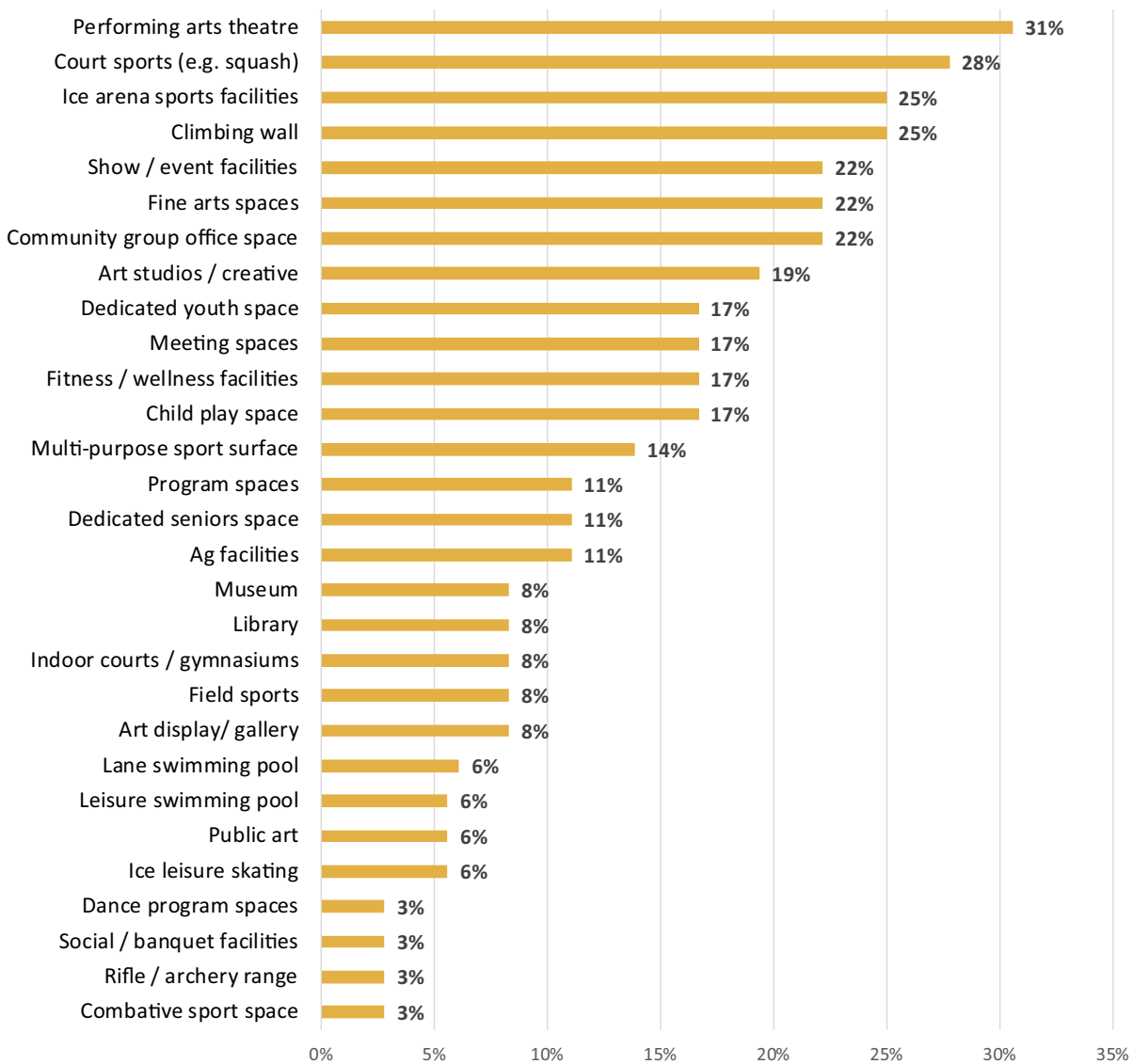
Should There Be New / Upgraded Rec & Culture Facilities / Spaces?



Groups were then asked to identify, from a list, up to five recreation and cultural facilities they think should be more readily available or enhanced in the region. They identified their priorities for both indoor and outdoor spaces.

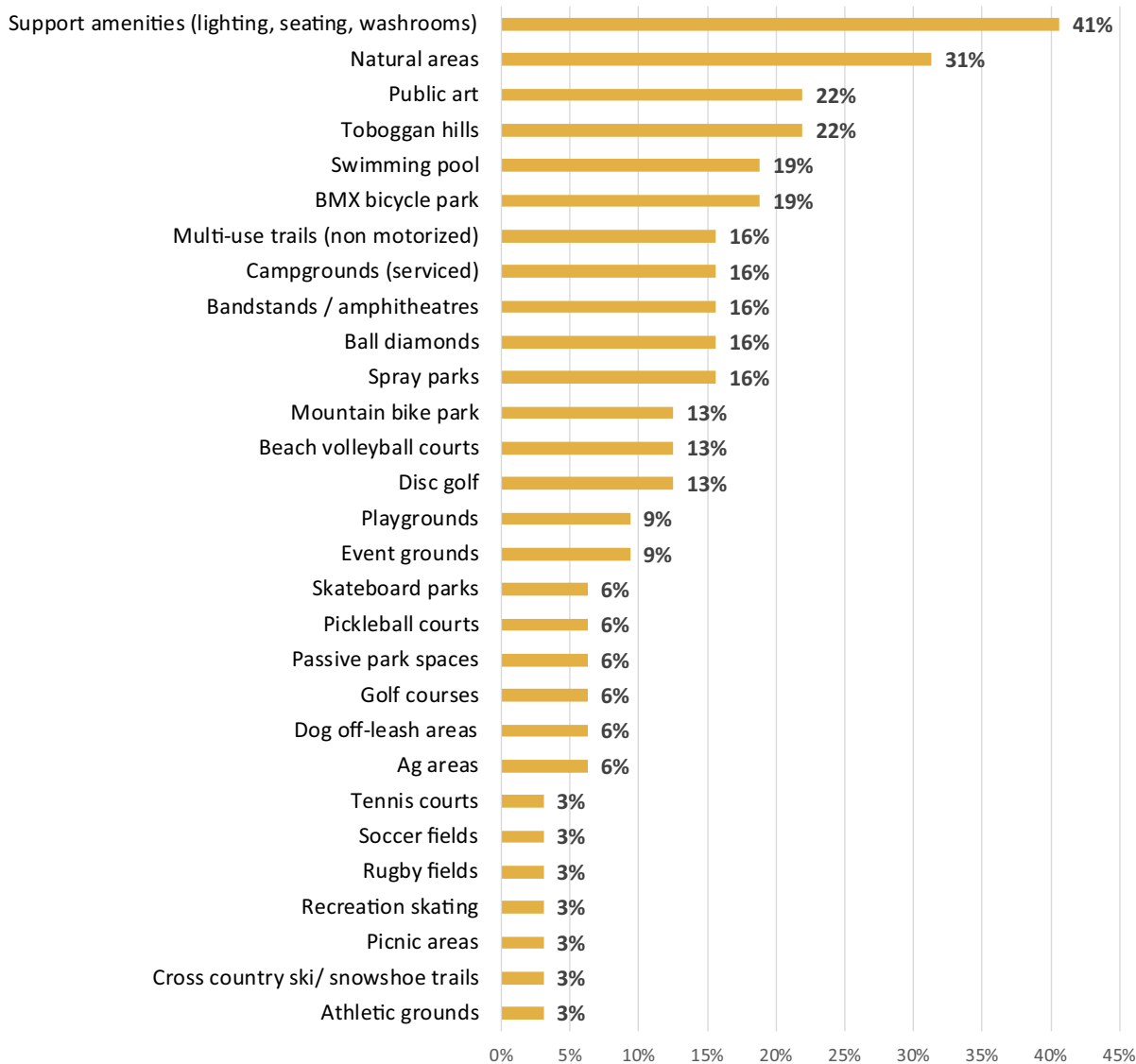
As illustrated in the following graph on the next page the top priority for indoor spaces is a performing arts theatre; thirty-one percent of groups identified this space in their top five list of priorities. Court sports spaces (28%), ice arena sports facilities (25%), and a climbing wall (25%) rounded out the top facilities.

Priorities for INDOOR Rec & Culture Facilities / Spaces



Considering outdoor spaces, overwhelmingly the top preference is support amenities such as lighting, seating, parking, washrooms) with 41% identifying it as a top five need. Natural areas (31%), public art (22%), and toboggan hills (22%) were the next most identified need. See the graph for additional information.

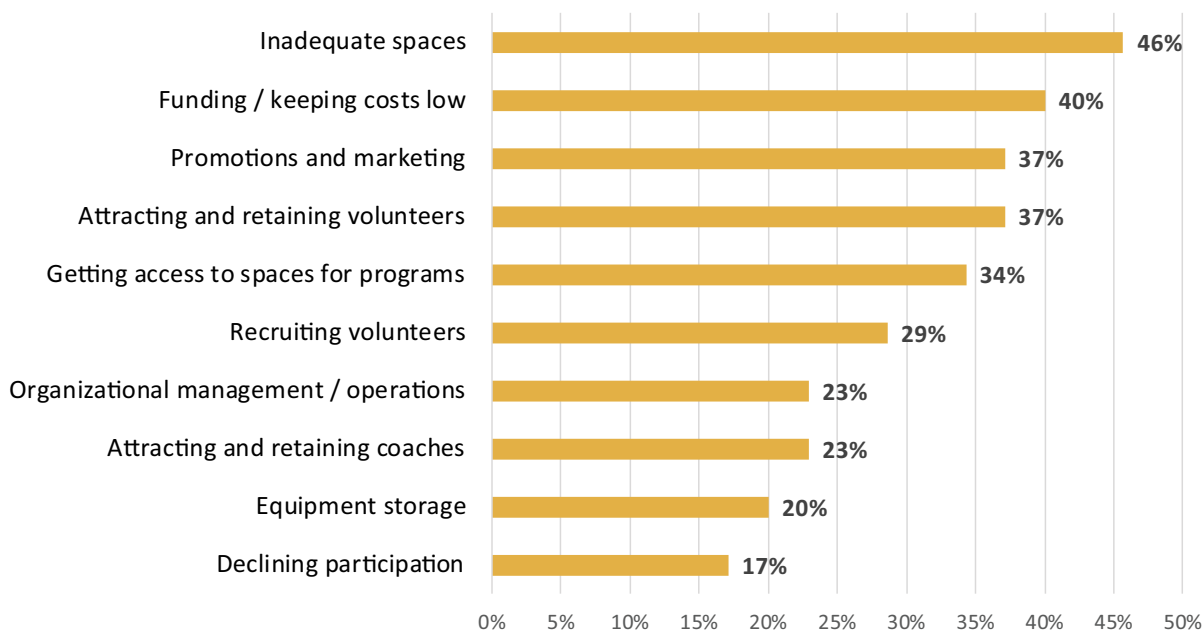
Priorities for OUTDOOR Rec & Culture Facilities / Spaces



Section 4: Challenges

When asked to identify challenges their groups are facing the most commonly cited challenge is inadequate spaces (46%). Funding / keeping user costs low (40%); promotions and marketing (37%); and attracting and retaining volunteers (37%) were the next most frequently identified challenges. Refer to the graph.

Challenges Faced



Groups were then asked what assistance the Town could provide to help them address their challenges. There were many calls for facility planning with calls for specific facility types as noted in the previous graph. Many groups think the Town could assist with the promotion of their programs and activities to the community and perhaps develop and use a community calendar. Assistance with a variety of volunteer challenges was suggested including the promotion of volunteer opportunities and perhaps a volunteer database showing opportunities in the area. Helping with volunteer recognition was also mentioned. Other ideas included: reduced facility user rates; shared group office space provided; greater understanding of what the groups do; multi-year commitments for funding; and lighting and sound equipment that groups could use.

Section 5: General Comments

Finally, groups provided other comments related to the planning of recreation and culture. While varied, the comments included the following.

- A greater emphasis is needed on arts and culture.
- Additional ice is needed in Strathmore.
- The Town should host a directory of all recreation and culture facilities, programs, activities, and events.
- An Arts Council is needed to help groups come together.
- Ongoing progress reports related to the Master Plan is desired.
- A large outdoor activity site with multiple ball diamonds, beach volleyball, etc would be good.
- A nutrition policy for Town facilities would encourage healthy eating.
- The Town should utilize volunteers for events to a greater degree.
- There is a need for more community building programming and events. The ones that are done are good.

Key Stakeholder Interviews

Thirty different organizations and perspectives were consulted during a series of meetings to discuss recreation and culture provision in the Strathmore area. The perspectives represented a range of community organizations and members including organizations serving youth through to adults, arts to sports to general recreation. Community volunteers, facility sponsors, and the business community were all represented as well. Organizations that utilize indoor and outdoor spaces were included as were individuals who participate in unstructured activities. Refer to Appendix C for the list of perspectives included.

Findings

A synopsis of the meetings is presented below. The findings represent an overview of discussions that occurred including points made by multiple participants and particularly salient comments. The order of presentation is not indicative of importance.

- **There is a role for an umbrella organization** (e.g. arts council) to provide a single point of contact and voice for cultural groups. There are a number of arts and culture groups in the community that would benefit from working together to: learn from one another; collaborate on similar needs and issues; more efficiently and effectively work with the Town and other entities in the community. Some leadership is needed to help bring these individual groups together.
- **Support for volunteer community groups is needed.** While the type of support may vary, a range of supports could be offered to assist groups with the demands of operating an organization. In particular there is a need to help groups with the challenges associated with volunteerism. Recruiting volunteers is one of the main challenges facing groups; a volunteer registry or volunteer fair may be an effective mechanism to mitigate some of these challenges. To understand the types of supports needed, there is a need to have ongoing relationships with groups to realize their unique needs.
- **Enhanced communication and promotion of activities, programs and events is desired.** It was felt that the groups and their programs were not as well promoted as was needed. This was due to limited resources, expertise and knowledge. It was suggested that a more collaborative and common approach to promotion would be of benefit not only to the organizations but also to community members as they would more easily be able to learn about groups and activities. A broad community directory and a shared community calendar were two specific ideas that may assist in this area.
- Groups utilize a multitude of spaces and facilities to deliver their programs. Having a **single point of contact for booking spaces and facilities** in Strathmore would certainly make things easier for groups and it would be more efficient and effective. School gymnasiums in particular were singled out as being difficult to gain access to.
- **Partnerships are important** for organizations and several representatives spoke about some of the positive ones that they have. Partnerships continue to be more important and successful ones can be critical in advancing the objectives of the groups. The partnership and relationship many organizations have with the Town of Strathmore has shown improvement. The relationship between the Town of Strathmore and Wheatland County has shown improvement as well.
- The Town is recognized as an integral partner for many and while the relationship is improving, there is still a desire to see additional improvement, **enhanced communications and collaboration with the Town** was seen as particularly important.
- **Affordability is an issue** for some in the community to access programs. Efforts need to be continued to ensure that barriers to access due to affordability concerns are recognized and addressed.
- There is no single multiplex facility in Strathmore. While there are some facilities that have more than one amenity, Strathmore has several major facilities. There was the suggestion that a pricing or membership structure exist that would enable people to have **access to the suite of facilities through a single membership**. This could reflect some economies that may see people pay less when purchased in a single transaction than multiple purchases.
- A diverse list of **infrastructure needs** were identified in the discussions. These included: cultural facility (performances, rehearsal, creative, display), ice; multi-purpose program rooms, group storage, fitness, diamonds maintenance, soccer fields and an outdoor hard court.

Section 6

Service Delivery Overview

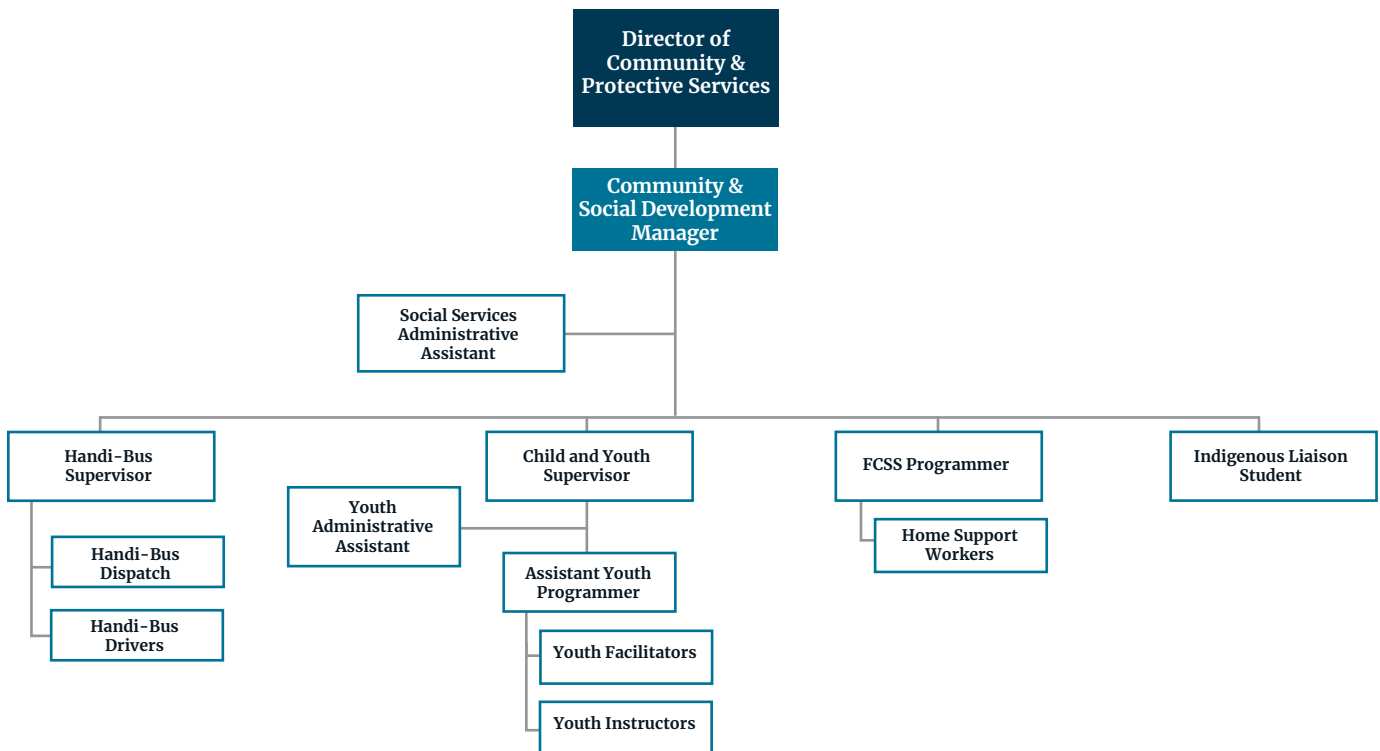
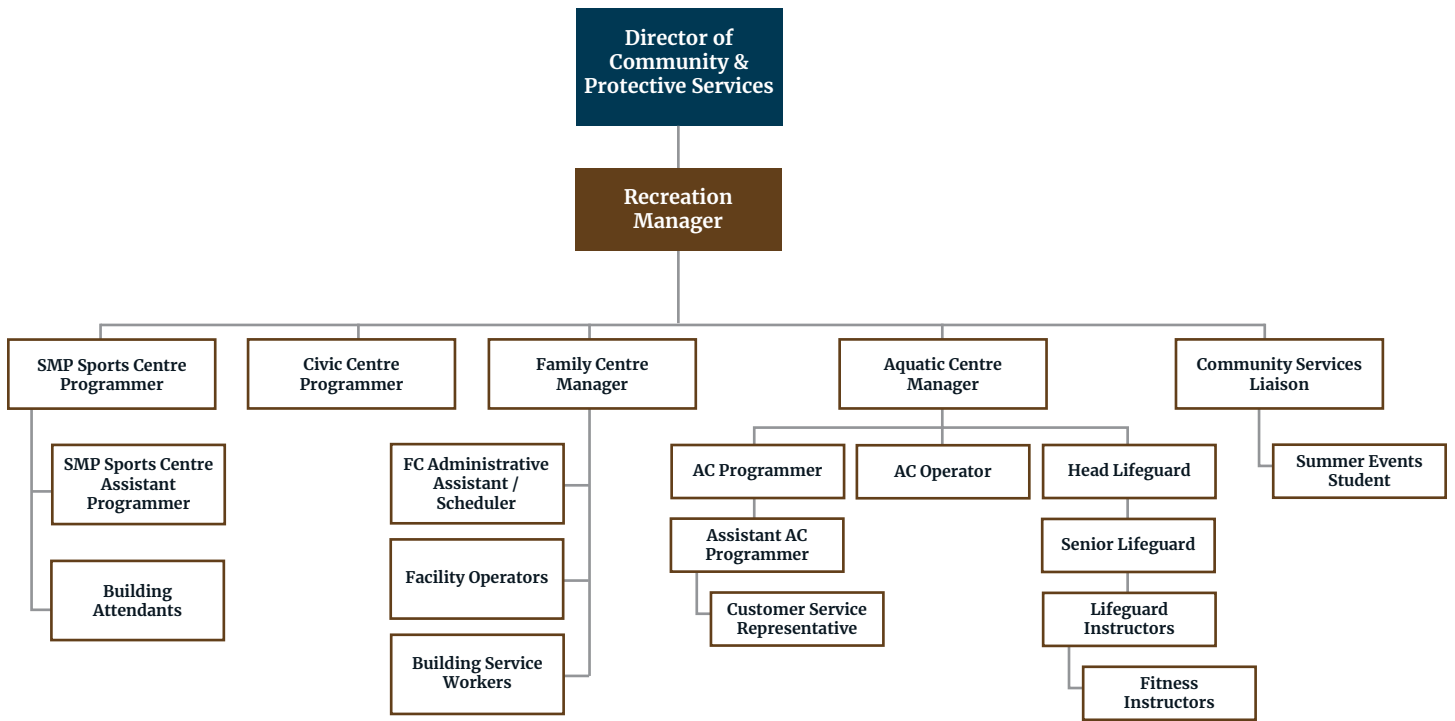


Recreation and culture services—including programs, events, and facilities—falls within the portfolio of Community and Protective Services. The Director oversees two managers with diverse portfolios: Protective Services, Recreation and the Social Services Coordinator. The Recreation Manager oversees the managers at the Family Centre and Aquatic Centre, as well as the programmers at the Civic Centre and the SMP Sports Centre. The Community Services Liaison also reports directly to the Recreation Manager. The Social Services Coordinator oversees, amongst other areas, the Child and Youth Supervisor.

Refer to the organizational charts below.

Organizational Structure





Finances

Operating

The Town of Strathmore operates with a total operating budget of \$31.6M (2018 Consolidated Financial Statements). Of this amount \$6.1M is allocated to Recreation and Culture (19.3%). With revenues of \$1.5M, Recreation and Culture has a recovery rate of 24.4%.

Financial information from the 2018 budget was examined and is presented below. As illustrated the Family Centre shows a recovery of 41% with the Aquatic Centre at 20%. Including all of the following areas, the cost recovery is 27.6%. This cost recovery figure is different than that noted in the preceding paragraph because the figures in the table are from the 2018 budget not the consolidated financial statements; in addition the overall cost recovery shown in the table references only those items in the table and not all recreation and culture items.

	Revenue	Expenses (incl. amortization)	Recovery
YOUTH CENTRE	\$85,000	\$401,450	21.2%
CURLING RINK	\$9,651	\$78,005	12.4%
FAMILY CENTRE	\$549,865	\$1,328,284	41.4%
CONCESSION	\$16,000	\$18,100	88.4%
AQUATIC CENTRE	\$350,400	\$1,739,438	20.1%
FIELD HOUSE	\$185,209	\$216,982	85.4%
LIBRARY	\$1,730	\$356,353	0.5%
CANADA DAY	\$12,000	\$40,700	29.5%
HERITAGE DAYS	\$700	\$44,880	1.6%
CIVIC CENTRE	\$122,665	\$613,510	20.0%
subtotals	\$1,333,220	\$4,837,702	27.6%

Capital

The 2019 Consolidated Budget document presents a five year capital plan that includes the following major items:

	2019	2020	2021	2022	2023
Outdoor Recreation Facility Improvements	\$498,800	\$150,000	\$150,000	\$150,000	
Arena Building Upgrades	\$22,500	\$7,500			
Ice Resurfacer Replacement			\$200,000		
Arena Roof Replacement			\$500,000		
Aquatic Centre Upgrades			\$250,000	\$200,000	
Aquatic Centre/Civic Centre Roof					\$500,000
Arena Header Trench (refrigeration system)				\$200,000	

	2019	2020	2021	2022	2023
All Recreation Projects	\$2,238,700	\$1,086,500	\$1,356,300	\$694,000	1,026,000

Service Delivery

The Town is the main direct provider of facilities in the community, particularly indoor (with the exception of school amenities such as gymnasium and the theatre in the High School). Many outdoor facilities are provided by others including ball diamonds and soccer fields however the Town maintains one ball diamond. In terms of booking of spaces, the Town manages the bookings for the indoor facilities (except for school facilities) however community organizations typically manage the bookings for the outdoor amenities such as ball diamonds and soccer fields. The Town does operate the outdoor rink which is built on Agricultural Society lands.

Partnerships

Strathmore shares various forms of partnerships with different entities.

- The Town has a joint use agreement with Golden Hills School Division No. 75 that pertains to the Strathmore High School and the Civic Centre. The Complex is comprised of the High School, the Civic Centre and the common facilities including the cafeteria and commercial kitchen.
- The Town has a joint use agreement with Golden Hills School Division No. 75 and Wheatland County as it pertains to the Regional Recreation Facility. This specifically pertains to the “school gym”, the “community” area and the “shared after hours” areas. The community books spaces through the municipality. The agreement also covers financial contributions that typically are apportioned at Town 50%; County 30%; and School Division 20%.
- Property lease agreement between the Town and the Strathmore & District Agricultural Society. The Ag Society owns the land on which the Town built, maintains and operates an outdoor rink. The rink belongs to the Ag Society.
- There is a lease agreement between the Town and the Strathmore and District Curling Club. The Town owns the curling club but leases the facility to the Club. The agreement addresses maintenance and upkeep of the facility as well as operating expenses and utilities.

- The Town has a lease agreement with the Strathmore Municipal Library Board for land on which the library has been developed. Similarly the Town has a lease arrangement with the Strathmore Happy Gang for the development of a Seniors Drop-in Centre on the same parcel of land (it is part of the same building).
- Through sponsorship the Town has partnerships with members of the private sector. One of the most prominent and newest partnership is with Strathmore Motor Products who is the naming sponsor of the new Sports Centre. There are other community sponsors for facilities, programs and events in Strathmore.
- There exists a partnership as well between Wheatland County and the Town of Strathmore. This is evidenced through the joint use agreement with Golden Hills Schools related to the Regional Recreation Facility as well as the construction of the facility (currently known as the Strathmore Motor Products Sports Centre).

Programming

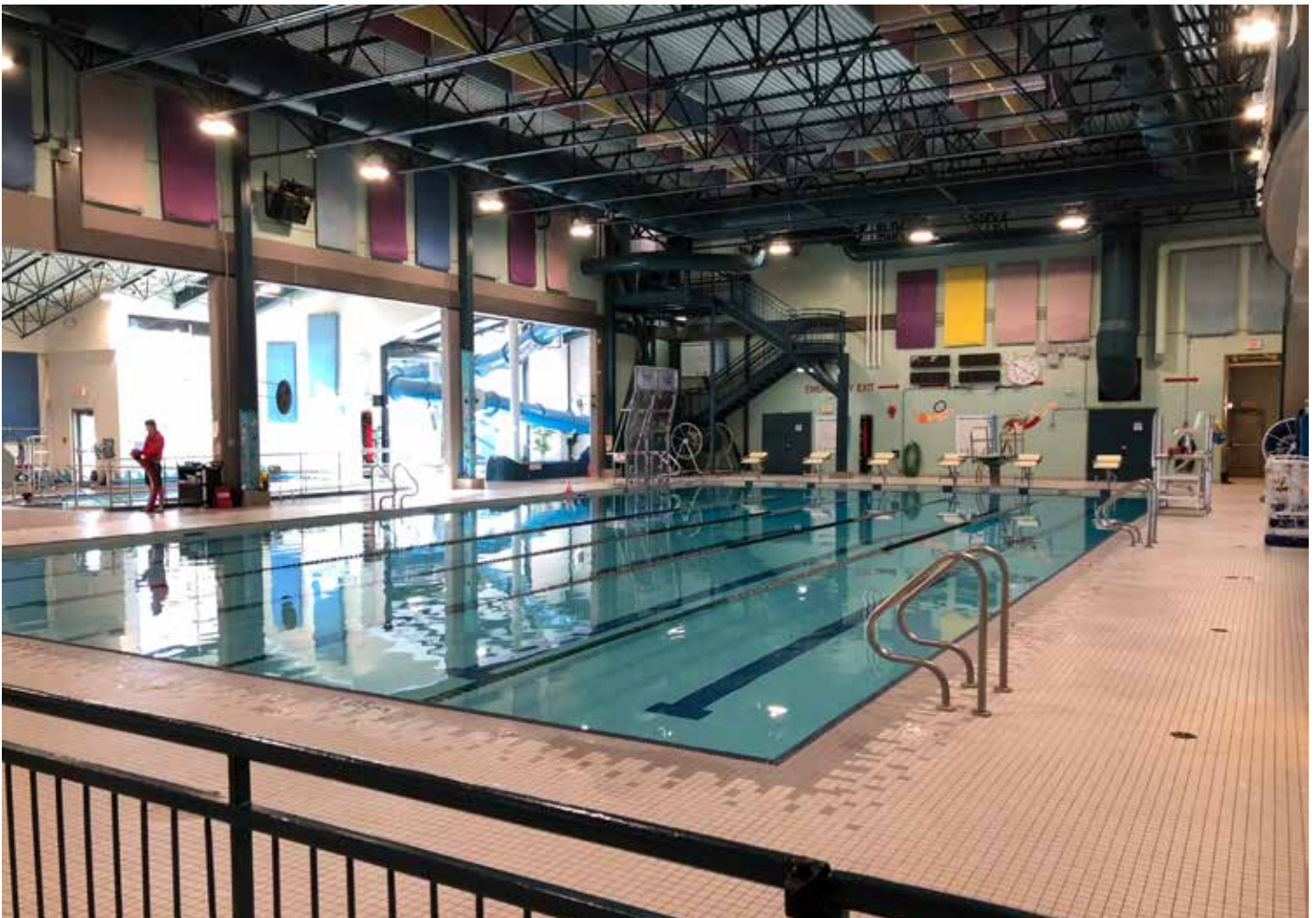
The Town of Strathmore offers little direct programming beyond that delivered in the Aquatic Centre. Through the Strathmore Hub, some direct programming for children and youth is available. Additionally, the Town does deliver some community wide events such as Canada Day and Family Day celebrations. The vast majority of programs are delivered by community organizations.

Section 7

Infrastructure Inventory & Utilization



In the Strathmore region there is a sizeable and varied inventory of recreation and culture facilities and spaces. These indoor and outdoor amenities are noted below and illustrated in a map.



Facility Inventory

Indoor

Strathmore	
Aquatic Centre	• 6 lane 25 metre pool • Climbing wall • Leisure pool • Hot tub • Waterslide • Multipurpose room
Civic Centre	• Large hall (able to be subdivided into 3 smaller rooms) • Chuck Mercer Meeting Room • Commercial kitchen
Family Centre	• NHL sized (as per above) ice surface • Olympic ice surface • Large lounge area • Two meeting rooms
Curling Rink	• 4 sheets of ice • Viewing area • Lounge
Strathmore Motor Products Sports Centre	• Gymnasium • Indoor track • Field house space
Seniors Drop In Centre	• Games room • Large auditorium / hall space
Library	• Collections area • Reading / study area • Computer workstations • 2 meeting / activity rooms • Art exhibition
Child and Youth Family Hub	• Large activity / program room • Smaller classroom / computer room
Wheatland County	
Arena	• Gleichen Arena • Rockyford Arena*
Curling Rink	• Carseland • Gleichen
Halls	• Cairnhill Community Centre / Hall • Carseland Community Hall • Cheadle Hall • Crowfoot Community Hall • Gleichen and District Community Centre • Lyalta Community Centre • Namaka Community Hall • Nightingale Community Hall
Library	• Gleichen Library
Siksika Nation	
	• Arena • Gymnasium

*outside study region

Outdoor

Strathmore	• Ag event centre • Football field (1) • Track (2) • Skatepark • Ball diamonds (8) • Soccer fields (5) • Amphitheatre • Splash park • Tennis courts (2) • Bocce courts • Disc golf course • Outdoor rink (1) • Off leash park
Wheatland County	• Ball diamonds • Soccer fields • Campgrounds • Skateboard parks
Siksika Nation	• Ball diamonds

Utilization

Utilization figures were available for three of the primary indoor facilities in Strathmore: the Aquatics Centre, the Family Centre (arenas) and the Centennial Civic Centre. The Strathmore Motor Products Sports Centre has just recently become operational and utilization information is limited at this stage.

Aquatic Centre

- The ten year average is just under 49,000 annual swims of which approximately half (48%) is from public and family swim.
- Club rental accounted for 13% of use.

Family Centre

- Approximately one-third (32%) of bookings are with minor hockey with approximately one-quarter (27%) from public skating.
- An analysis of the booking sheets shows that there is a 93% utilization of prime time ice across both sheets of ice.
 - » Prime time is considered 4:00 p.m. to 11:00 p.m. Mondays through Fridays and 8:00 a.m. to 11:00 p.m. Saturdays and Sundays.

Centennial Civic Centre

- Because of the space available the Civic Centre is an important location for events.
- The four main uses for the Civic Centre are: youth groups (18% of booking hours); special events (15%); Town events (9%) and weddings (8%).

Section 8

Comparable Research



Research was conducted with four similarly sized, or slightly larger, municipalities in the province. This included the examination of inventory numbers of indoor and outdoor spaces as well as service delivery practices. Beaumont, Camrose, High River and Stony Plain were the comparable communities.

Indoor Spaces

Each of the four communities have one aquatic centre, senior centre and community gymnasium. Three of the four communities have three ice sheets (including the Beaumont facility which is currently under construction). High River has one full-size ice sheet and one smaller sheet. Camrose is the only community with dedicated spaces for arts; performing arts theatres are not available in Beaumont or Stony Plain. Three of the four communities provide fitness centre space; operations of the Camrose fitness centre is leased to the University of Alberta but memberships are available to the public.



Indoor Spaces

Indoor Spaces	Beaumont	Camrose	High River	Stony Plain	Average	Strathmore
Population (2016)	17,396	18,742	13,584	17,189	16,728	13,756
Aquatic centres	1	1	1	1	1.00	1
Arena ice sheets	3	3	1.5	3	2.63	2
Climbing walls	1	0	0	0	0.25	0
Community halls/ banquet spaces	1	1	0	1	0.75	1
Curling sheets	6	9	4	4	5.75	4
Dedicated arts studios/ creative spaces	0	2	0	0	0.50	0
Dedicated leisure ice sheets	0	0	0	1	0.25	0
Dedicated seniors centres	1	1	1	1	1.00	1
Dedicated youth centres	1	0	0	1	0.50	1
Fitness facilities	1	1	0	1	0.75	0
Gymnasiums (non school)	1	1	1	1	1.00	1
Indoor child play spaces	1	0	0	1	0.50	0
Indoor turf fields	1	0	0	2	0.75	1
Indoor rifle/archery ranges	0	0	1	0	0.25	1
Indoor tracks	1	2	1	1	1.25	1
Performing arts theatres	0	2	1	0	0.75	0

Outdoor Spaces

In terms of outdoor spaces, Strathmore provision is generally better when considering amphitheatres, athletic grounds and disc golf courses compared to the benchmarked communities. None of the communities provide artificial turf fields, and only one provides an amphitheatre, disc golf course, mountain bike park and outdoor pool. Each community provides at least one dog park. Strathmore provides less sports fields compared to the other communities.

Outdoor Spaces	Beaumont	Camrose	High River	Stony Plain	Average	Strathmore
Population (2016)	17,396	18,742	13,584	17,189	16,728	13,756
Amphitheatres/outdoor stages	0	0	1	0	0.25	1
Artificial turf fields	0	0	0	0	0.00	0
Athletics grounds (track and field)	0	1	1	1	0.75	2
Dedicated pickleball courts	0	0	1	4	1.25	0
Disc golf courses	1	0	0	0	0.25	1
Grass rectangular fields	14	17	2	22	13.75	5
Mountain bike parks	0	0	0	1	0.25	0
Off leash dog parks	1	1	2	1	1.25	1
Outdoor pools	0	0	0	1	0.25	0
Skateboard parks	1	1	1	1	1.00	1
Tennis courts	4	7	4	4	4.75	2
Water spray parks	1	1	1	1	1.00	1

Service Delivery Questions

Q: Do you have joint use agreements with the school jurisdictions?

A: All four of the communities have joint use agreements with their local school jurisdictions.

Q: Do you have a relationship or partnership in place with any neighbouring First Nations regarding recreation and culture? If yes, please briefly explain.

A: None of the communities have structured partnerships regarding recreation and culture services with neighbouring First Nations at this time.

Q: Do you convene meetings with ice users and field users?

A: Yes, each community conducts meetings with ice and field users. One community conducts two meetings per year with each group while the others do it annually. One community is about to initiate a regional ice allocation meeting.

Q: Do you have a policy, strategy, or structured approach in place to help you set user fees and charges?

A: One community has a policy based on cost recovery and they also review the rates at other facilities to ensure fee schedules are within market range. Another community is currently working on an allocation policy as well as a bylaw for fees and charges. The other communities' fees are outlined in a bylaw and are reviewed and adjusted annually.

Q: How do you set user fees and charges?

A: In addition to the responses above, one community does a comparison of other similar facilities and similar sized municipalities. They also look at demographics and average household income and try to align rates based on the facilities offered and level of service. They recently did a review of recreation rates and lowered the rates for the ice and aquatics as user groups were starting to go elsewhere.

Q: Do you offer any direct arts and culture programming? If yes, please briefly explain what types of programming.

A: Other than hosting community celebrations and events, none of the communities directly provide arts and culture programming. Some programming is available through community groups.

Q: Do you have any regional agreements or approaches in place with neighbouring municipalities regarding recreation and culture? If yes, please briefly explain.

A: Two communities have joint ownership in regional recreation facilities outside of their municipal boundaries. The other two communities receive cost-sharing funding from their surrounding county. One community is currently undertaking the development of a regional recreation master plan with its municipal neighbour.



SECTION 9

Trends & Leading Practices



Participation

ParticipACTION Report Card on Physical Activity for Children and Youth

ParticipACTION is a national non-profit organization that strives to help Canadians sit less and move more. The Report Card on Physical Activity for Children and Youth is the most comprehensive assessment of child and youth physical activity in Canada, it takes data from multiple sources, including the best available peer-reviewed research, to assign grades for indicators such as overall physical activity, active play, sleep and others. The most recent report card (2018)¹ gives a national fitness grade of D+, and represents a “wake-up call” for children and youth activity levels:

- Only 35% of 5- to 17-year-olds are reaching their recommended physical activity levels as outlined in the Canadian 24-Hour Movement Guidelines for Children and Youth.
- 51% of 5- to 17-year-olds and 76% of 3- to 4-year-olds are engaging in more screen time than is recommended by the Canadian 24-Hour Movement Guidelines for recreational screen-based sedentary behaviours.
- 41% of 5- to 19-year-olds take at least 12,000 daily steps on average, which approximates the physical activity recommendation within the Canadian 24-Hour Movement Guidelines for Children and Youth (2014–16 Canada’s Physical Activity Levels Among Youth study [CANPLAY], Canadian Fitness and Lifestyle Research Institute [CFLRI]).

- Approximately three quarters of school-aged children and youth in Canada meet the sleep recommendation within the Canadian 24-Hour Movement Guidelines for Children and Youth.
- 36% of 8- to 12-year-olds in Canada assessed by the Canadian Assessment of Physical Literacy (CAPL) meet or exceed the minimum level recommended for physical literacy (2014–17 CAPL, HALO)



Overall Physical Activity

70% of children aged 3 to 4 meet the recommendation of 180 minutes of daily activity at any intensity. However, as the guidelines change to 60 minutes of moderate- to vigorous-intensity physical activity per day for those aged **5 to 17**, **only 9%** are meeting the guidelines. 2018-12-04/18

¹ <https://www.participaction.com/en-ca/resources/report-card>

Physical Activity Preferences

The **2013 Canadian Community Health Survey** presents data that provides some insight into the recreation and leisure preferences of Canadians. The 5 most popular adult activities identified were walking, gardening, home exercise, swimming and bicycling. The 5 most popular youth activities were walking, bicycling, swimming, running/jogging and basketball.²

Participation levels and preferences for sporting activities continue to garner much attention given the impact on infrastructure development and overall service delivery in most municipalities. The **Canadian Fitness & Lifestyle Research Institutes 2011–2012 Sport Monitor Report** identified a number of updated statistics and trends pertaining to sport participation in Canada.³

- The highest proportion of Canadians prefers non-competitive sports or activities. Nearly half (44%) of Canadians preferred non-competitive sports while 40% like both non-competitive and competitive sports. Only 8% of Canadians prefer competitive sports or activities and 8% prefer neither competitive nor non-competitive sports.
- Sport participation is directly related to age. Nearly three-quarters (70%) of Canadians aged 15–17 participate in sports, with participation rates decreasing in each subsequent age group. The largest fall-off in sport participation occurs between the age categories of 15–17 and 18–24 (~20%).
- In contrast to children and youth populations (in which gender participation rates are relatively equal), substantially more adult men (45%) than adult women (24%) participate in organized sport.
- Participation in sport is directly related to household income levels. Households with an annual income of greater than \$100,000 have the highest participation levels, nearly twice as high as households earning between \$20,000 and \$39,999 annually and over three times as high as households earning less than \$20,000 annually.
- The highest proportion of sport participants play in “structured environments.” Just under half (48%) of sport participants indicated that their participation occurs primarily in organized environments, while 20% participate in unstructured or casual environments; 32% do so in both structured and unstructured environments.

- Community sport programs and venues remain important. The vast majority (82%) of Canadians that participate in sport do so within the community. Approximately one-fifth (21%) participate at school while 17% participate in sports at work. A significant proportion (43%) also indicated that they participate in sporting activities at home.

Arts and Culture Participation

A report titled “Demographic Patterns in Canadians’ Arts Participation in 2016” by Hill Strategies Research Inc. (published in February 2019) gives us insight into the recent participation rates for arts and cultural events by Canadians. Some highlights of this report include:

- Nearly nine in ten Canadians attended an arts activity in 2016 (86% of the population 15 or older). Arts attendance includes art galleries (39%), arts performances or festivals (68%) and movie theatres (71%).
- Women tend to have higher arts attendance rates than men, except for cultural festivals. Arts attendance differences between women and men tend to be small but consistent across many activities.
- Canadians with higher family income levels tend to have higher arts attendance rates than other Canadians, except for heritage or ethnic performances and other kinds of cultural performances.
- For Indigenous respondents, the overall arts attendance rate is similar to that for non-Indigenous respondents (84% and 86% respectively).
- In 2016, 39% of Canadians 15 years of age or older visited a public art gallery or art museum, including attendance at special art exhibits.
- In 2016, 40% of Canadians attended a live theatre or comedy performance (such as drama, musical theatre, dinner theatre or comedy, excluding festivals).
- Classical music performances (excluding at festivals) were attended by 16% of Canadians 15 or older in 2016.



Demographic Patterns in Canadians’ Arts Participation in 2016

2 Statistics Canada: <http://www.statcan.gc.ca/daily-quotidien/140612/dq140612b-eng.htm>

3 Canadian Fitness & Lifestyle Research Institutes 2011–2012 Sport Monitor: <http://www.cflri.ca/node/78>

Service Delivery

Increasing Participation

To maximize the benefit of community infrastructure and programs, residents need to participate. The “build it and they will come” approach may work for some assets, but is not always true. Facilities may become white elephants if they are not developed based upon a good understanding of community needs and wants and are effectively marketed. It is important to promote opportunities to create awareness and reach under-served markets.

The following examples have been used in other communities to encourage participation:

- **Free Drop-in:** This refers to providing free drop-in opportunities such as public swim or admissions to museums and galleries. Often these opportunities are sponsored by local businesses to generate revenue.
- **Impromptu Conversion of Public Space:** This involves setting up temporary (or permanent) equipment for activities in public spaces such as plazas, alleys, parks and closed roads. Some activities and equipment have included table tennis, basketball, chess, pianos, skateboard parks, concerts, pop-up exhibitions and gallery spaces.
- **Social Media:** Most municipalities utilize social media as a method to promote leisure opportunities; however, the extent to which it is effective varies greatly among communities. Techniques to improve the use of social media include partnerships (i.e. retweeting promotional material from partner organizations), using all platforms together (i.e. synchronizing the use of Facebook, Twitter, and Instagram from a single dashboard), planning and pre-scheduling posts (i.e. weekly opportunities are automatically promoted the morning of) and by adding the municipality’s social media handles to everything possible (i.e. just as a logo would be added to the header or footer of a flyer, newsletter, webpage or poster).
- **Prescription to Get Active:** Some municipalities have partnered with local health organizations to honour “prescriptions” to recreation facilities and programs. For example, the municipality may grant the patient with a free 10-visit pass or a few free sessions with a personal trainer.
- **Cultural Access Pass:** CAP is a program from the Institute of Canadian Citizenship that allows free admission to 1,400 of Canada’s cultural attractions for new Canadian citizens in their first year of citizenship.



- In 2016, 42% of Canadians attended a live popular music performance, excluding festivals.
- In 2016, 20% of Canadians attended a “performance of heritage or ethnic dance, theatre or music, for example, Aboriginal Peoples, Chinese or Ukrainian”.
- In 2016, 31% of the population 15 or over attended an artistic or cultural festival, such as film, jazz, folk, or comedy.

Benefits of Youth Participation

Youth participation in recreation and culture programming can provide many benefits to healthy long term social and personal development.

- Youth participation in recreational programming such as camps increases leadership and social capacities.⁴
- Participation in recreation and leisure related activities by low income and other at risk children and youth populations can result in decreased behavioural/ emotional problems, decreased use of emergency services, and enhanced physical and psycho-social health of families.⁵
- Structured sport and recreational activities can help foster a stronger sense of community among children and youth.⁶
- Increased fitness leads to lowered risk factors for substance abuse among youth populations.⁷
- When children and youth have positive experiences with parks and green spaces, they are more likely to have stronger attitudes towards conservation and preservation of the environment as adults.⁸
- The 2013 Canadian Community Health Survey indicates that the five most popular youth activities were walking, bicycling, swimming, running/jogging, and basketball.⁹

-
- 4 Henderson, K., Scanlin, M., Whitaker, L., et al. (2005) Intentionality and Youth Development Through Camp Experiences. Canadian Congress on Leisure Research. 11th, Nanaimo, British Columbia.
 - 5 Totten, M. (2007). Access to Recreation for Low-Income Families in Ontario: The Health, Social and Economic Benefits of Increasing Access to Recreation for Low-Income Families; Research Summary Report. Toronto, Ontario: Ministry of Health Promotion.
 - 6 Hutchinson, Susan L. (2011). Physical Activity, Recreation, Leisure, and Sport: Essential Pieces of the Mental Health and Well-being Puzzle.
 - 7 Collingwood, Thomas R. et al. (2000). Physical Training as a Substance Abuse Prevention Intervention for Youth. Journal of Drug Education. 30 (4): 435–451.
 - 8 Place, G. (2004). Youth Recreation Leads to Adult Conservation. Chicago, Illinois: Chicago State University.
 - 9 Statistics Canada: <http://www.statcan.gc.ca/daily-quotidien/140612/dq140612b-eng.htm>

- **Try-it Day:** Some communities organize an event in which residents can try a variety of programming for free. For example the Grande Prairie Sport Council, in partnership with the City and County of Grande Prairie, hosts an annual event in which children ages 6 to 12 can participate in a variety of sports at no cost. During the inaugural event in 2015, introductory experiences were offered for 30 different sports; participants register for two activities. The goals of the event are to increase sport participating, introduce families to new sports, increase the profile of regional sport organizations, and to establish relationships among sport stakeholders.
- **Community Events:** Hosting community events, such as Canada Day celebrations or Warman's Candy Cane Ball, is a way to encourage socialization and civic participation. Themed events could be used to increase participation in the arts, cultural, and heritage.
- **Youth Nights:** Increasing participation among youth is a common challenge for municipalities. Programs and social functions need to be appealing in order to attract youth. In addition, youth are often looking for things to do on Friday and Saturday nights. A youth centre in Swift Current hosts drop-in youth nights on Friday and Saturday evenings. The events regularly attract around 250 youth to the alcohol and drug free environment. Museums and galleries frequently offer organized programs for youth as well as date nights for young adults.



TRY-IT DAY
EXPLORE A SPORT FOR FREE

Methods to support volunteerism are varied and can include:

- Recognition events
- Recognition communiqués
- Opportunity postings
- Establishing and updating a database/list of potential volunteers to email opportunities
- Training and development opportunities
- Communicate the benefits of volunteering and explain how it makes a difference in the community
- Benefits for volunteers (e.g. discount to some programs/facilities)

Volunteer Participation

Many recreation and culture opportunities are provided by volunteers, which makes supporting and promoting volunteerism a critical task. Communication initiatives are imperative to help link people with opportunities and vice versa as well as for recognizing volunteers. The recognition of volunteers is a nice touch to remind the individuals that their efforts make a difference. Communicating recognition to the public is also a strategy to spread the word about volunteer opportunities.

The Evolving Nature of Volunteerism

Given the importance of volunteers in the delivery of recreation and leisure opportunities it is important to recognize trends that are driving volunteer participation and motivations. Available data from Statistics Canada reflects that overall levels of volunteerism among Canadians experience fluctuation but have generally remained relatively stable.

However a deeper analysis of volunteer data reveals a number of significant changes in how Canadians are volunteering. Identified as follows are key indicators from the Statistics Canada data.

	2013	2010	2007	2004
Total Population (15 and over)	29,188,000	28,206,000	27,000,000	26,021,000
Number of Volunteers	12,716,000	13,249,000	12,444,000	11,773,000
Volunteer Rate	44%	47%	46%	45%
Average Annual Volunteer Hours	154	156	166	168

- **Volunteers are committing less hours.** From 2004 to 2013 the average number of volunteer hours decreased by 14 hours per year.
- **Younger people continue to have the highest overall rates of volunteerism.** Overall rates of volunteerism are highest among 15 to 19 years olds, while overall rates of volunteers are lowest among older adults (55 and older). It is likely that the higher rates of volunteerism among older teens and young adults are due to “mandatory” volunteering as part of their secondary school curriculum.
- **Older adults contribute the most hours on average.** While older adults (ages 55 and older) have a lower overall rate of volunteerism, those who volunteer contribute more hours on average (231) than other age cohorts.
- **There has been a significant decline in volunteer hours among younger adult cohorts.** From 2004 to 2013, volunteer hours contributed by 20–24 year old and 35 to 44 age cohorts has continually decreased while other age cohorts have remained relatively similar.
- **Volunteers are more educated.** Consistent with trends in the general population, volunteers are becoming more and more educated. Among volunteers aged 25 to 64, 39% held undergraduate degrees in 2013.¹⁰
- **Much comes from the few.** Over one-third of all volunteer hours were contributed by ~5% of total volunteers.
- **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.

Partnerships

Partnerships in the provision of recreation and culture infrastructure continue to be important and in many cases are becoming more prevalent. These partnerships can take a number of forms, and include government, not for profit organizations, schools and the private sector. While the provision of recreation and culture services has historically relied on municipal levels of 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 study¹¹ 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%.

Volunteer Canada additionally identifies a number of broader trends which are impacting the recruitment and retention of volunteers.

- **The “new volunteer”.** Young people volunteer to gain work related skills. 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.

10 <http://www.statcan.gc.ca/pub/89-652-x/89-652-x2015001-eng.htm>

11 “Municipal Opportunities for Physical Activity” Bulletin 6: Strategic partnerships. 2010, Canadian Fitness & Lifestyle Research Institute.

Importance of Festivals

There is an increasing importance of festivals in municipal cultural planning. Festivals, both big and small, are becoming a more prominent feature of the cultural landscape and in many cases supplanting “bricks and mortar” cultural infrastructure. These events range from small street fairs to signature events attracting both residents and tourists and serve as an economic driver. Festivals are nimble; they can take place in non-traditional spaces and can change up programming if necessary. Many are free to the public, utilize existing public spaces and cultural assets and spark interactions among community members and nurture positive images of urban areas, especially neighborhoods that might need a boost.

Utilization of Data Digital Transformation

The single greatest disrupter and opportunity of our time is the internet and digital technology. This has had a profound and cross-cutting impact not only on the way we connect with each other, but how culture is created, consumed, displayed, distributed and preserved. This changes who our audiences are and how we communicate with them, as well as revolutionizing the skills needed to participate and operate in a digital world on a daily basis. In this ever-changing world, the challenge is not only to keep up with innovation, but to find a way to integrate digital throughout.

Changing Audience Expectations, Engagement and Consumption Patterns

Digital technologies and changing preferences have drastically altered the way people engage with cultural and creative content, as well as consume them. More people own a smartphone and access the internet using mobile technology than ever before. Culture is experienced simultaneously through a physical and a digital presence. Regularly changing content is expected in an open format and more people consume content through subscriptions to online providers rather than through traditional print or broadcast media. Content is also used and reimaged to create new content which throws copyright into question. The challenge here is keeping up with these growing expectations, delivering content in the format and on the platforms people want and ensuring that organizations can be as open as possible while still generating income to support their activities.

Creative Placemaking

Creative placemaking is about bringing together the public, private, not-for-profit and community sectors to strategically shape the physical and social character of a neighbourhood around arts and cultural activities, giving voice to local artists and creating authentic experiences. Creative placemaking is happening in many cities across the United States and Canada. It includes the following key attributes:

- Leverages the creative potential already present in a place;
- Supports diversity in the community, providing multiple points of entry and interaction;
- Contributes to a mix of uses and people that makes places more diverse, more interesting and more active; and
- Fosters connections among people and across cultures.

Funding of Culture

“Percent for art” working to support public art programs is nothing new, but municipalities are extending these beyond a percentage of just municipal capital projects to also include private sector capital projects. Other revenue tools include setting aside a percentage of development charge money for support of culture grant programs (other than public art), more skilful and sophisticated cultivation of potential private sector donors and sponsors, and an approach to philanthropy that recognizes that many potential donors and sponsors want to be partners in new developments or projects in which they actually contribute to planning, not simply sources of cash for them.

Cultural Mapping

It is common today for municipalities to create “culture maps” that are accessible online and locate the various cultural resources in the city. The most common categories are:

- Cultural facilities and spaces;
- Cultural events and festivals; and
- Public Art.

But many are now revisiting their cultural maps and asking a key question: are they intended to act as internal resources for municipal staff or as public engagement tools for community members? If the primary audience of the culture map is municipal staff, then other aspects of the tool become the focus of future plans. Fundamentally, the culture map has the potential to inform decision making across divisions regarding investments in cultural facilities and the spatial distribution of cultural programs and services.

Regardless of whether the culture map will be used primarily by residents or municipal staff, there are four overarching areas that require attention. Good municipal cultural maps should:

- Be a source of current information about cultural assets in the municipality;
- Be compatible and integrate well with other municipal geospatial data and resources;
- Have the technical capacity to integrate with mobile devices and other datasets; and
- Include features that improve the user experience (e.g. filters and timely event information).

Apart from these requirements, the map could act as a catalyst to build partnerships both within and beyond the local culture sector (for example, the case of Surrey, B.C.'s culture map shows how the culture mapping process can be used to develop relationships with Indigenous leaders). Updating information about existing entries is also an opportunity to strengthen ties with organizations that already provided information for the map. The development of additional categories could also be used to gather information about the cultural contributions of specific groups (e.g. individual artists, specific cultural communities, or business improvement areas) and support the promotion of underground or less visible cultural activity. The range of possibilities is wide, but also very specific to the municipality in question and municipal goals and requirements.

Recreation and Culture is a Significant Economic Generator

Recent Canadian research indicated that cultural activities have the potential to be significant drivers of economic outputs and employment.¹²

Evidence suggests that creative activity shapes the competitive character of a city by enhancing both its innovative capacity and the quality of place so crucial to attracting and retaining skilled workers.¹³

Cities with physically active populations are more economically competitive and they also benefit from increased productivity, improved school performance, and higher property values.¹⁴

Social Inclusion

The concept of social inclusion is becoming an issue communities are addressing. 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. It goes beyond including "outsiders" or "newcomers." In fact social inclusion is about the elimination of the boundaries or barriers between "us" and "them."¹⁵ There is a recognition that diversity has worth unto itself and is not something that must be overcome.¹⁶ Recreation and leisure continue to be utilized as important social inclusion "vehicles" and provide a mechanism to bring together residents of different backgrounds.

An Increased Focus on Physical Literacy

Service providers are increasingly aware of physical literacy thinking and best practices and integrating these into recreation and wellness programming. Doing so ensures that appropriate opportunities exist for participants of all ages and abilities. An increased focus on skill development, particularly among children and youth, has positive long term impacts by providing fundamental movement skills that can be used throughout 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 not for 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)** 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.

12 Momer, Bernard. (2011) *Our City, Ourselves: A Cultural Landscape Assessment of Kelowna*, British Columbia. Kelowna, British Columbia: City of Kelowna Recreation and Cultural Services.

13 Gertler, M. (2004). *Creative cities: What are they for, how do they work, and how do we build them?* Ottawa, Ontario: Canadian Policy Research Network.

14 Active Living Research. (2015). *Designed to Move: Active Cities. A Guide for City Leaders*. San Diego, CA: ALR. 80 pp.

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

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

Canadian Sport for Life, along 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 of 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

Best Practices in Facility Allocations

Many municipalities struggle with facility allocations, specifically balancing “historical rights” to facility time with the needs of new or emerging groups. In recent years a number of Alberta municipalities have reviewed and adapted policies and practices to ensure that the provision of facility time aligns with desired outcomes, community values and ultimately provides the greatest benefit to residents.

Canadian Sport for Life (CS4L) has 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.

Sport Tourism as a Focus Area

Increasingly, sport tourism has become a priority for many municipalities. To a large degree, sport tourism has been used to leverage capital funding for new facility investment and to expand the benefits of recreation (e.g. demonstrate economic impact and community appeal). This trend has become especially evident in many northern communities that have used event hosting as a mechanism to increase their profile and procure funding from senior levels of government that can provide a facility legacy.

Available 2016 Statistics Canada data indicates that the sports tourism industry in Canada is worth \$6.5 billion dollars. In contrast to other segments of the tourism industry, sport tourism in Canada continues to grow and is largely driven by the domestic, overnight market. The sport tourism sector in Canada is also becoming more organized, structured and competitive. Since its inception in 2000, the Canadian Sport Tourism Alliance has grown to include over 200 municipalities.¹⁷



Infrastructure

Aging Infrastructure

The 2016 Canadian Infrastructure Report Card included an assessment and analysis of the state of sport and recreation facilities across Canada.¹⁸ 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.

¹⁷ <http://canadiansporttourism.com/about-csta/about-csta.html>

¹⁸ http://canadianinfrastructure.ca/downloads/Canadian_Infrastructure_Report_2016.pdf

- One-third of our municipal infrastructure is in fair, poor or very poor condition, increasing the risk of service disruption. Nearly 35% of assets are in need of attention. Assets in fair, poor and very poor conditions represent a call for action. Survey results demonstrate that roads, municipal buildings, sport and recreation facilities and public transit are the asset classes most in need of attention.
- The physical condition of sport and recreation facilities were assessed the lowest of all of the asset categories included in the 2016 CIRC survey.
- The survey asked respondents to rank the physical condition of their assets from very good condition to very poor condition. Ice arenas, curling rinks, stadiums, tennis courts and senior centres were assessed in fair condition. Pools, skateparks, sports fields, ski hills and community recreation centres/multiplexes were in good condition and youth centres in poor condition.
- When looking at all responding municipalities, 27% of the total sport and recreation facility inventory was less than 20 years old. In small responding municipalities 64% were less than 20 years old, 52% in medium-sized responding municipalities and 23% in large responding municipalities.
- 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%.
- 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.

Less Reliance on New Physical Infrastructure in Cultural Services

Physical infrastructure is a requirement in many cases (theatres, museums, dance studios, etc. and so on) but there is a general trend away from new physical infrastructure in municipal cultural planning. Instead of new “bricks and mortar”-based development, cities are moving toward:

- Signature festivals and major events;
- Redefining what a “cultural space” is; and
- Digital placemaking.

With public art programs now widespread, a “cultural space” can be virtually any place—an alley or a train trestle or a public park, to name a few. And the redefinition of cultural spaces can include buildings that are not typically thought of as spaces for culture as well, so the trend extends into creative re-use of existing structures (as opposed to new ones) and integration of arts and culture into existing buildings with other primary functions. Digital placemaking is in its early stages. Essentially it entails the integration of social media into placemaking practices, encouraging public participation, collaboration and transparency.

Multi-Use Spaces

Recreation facilities are 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

A relatively new concept in recreation and leisure 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.

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.

Social Amenities

The inclusion of social amenities provides the opportunity for multi-purpose community recreation 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.

Section 10

Summary of Key Findings



The following points summarize some key findings from the research and engagement conducted throughout 2019 related to recreation, culture and facilities in the Town of Strathmore. The intent of this information is to feed into future planning for these valuable amenities in the Town and region. Recreation and cultural activities are significant contributors to quality of life for Town and region residents, enriching lives and building communities. Information presented below is organized into the broad thematic categories presented within this report.

Population and Demographics (p.4-6)

- The Town of Strathmore has experienced steady population growth over the last decade. The Town anticipates an annual growth rate of around 2.5%. Based on this projection, Strathmore's population could reach nearly 17,500 by 2030.
- Steady population growth will likely require the Town to make additional investments in recreation and culture amenities and facilities to meet natural demand growth, both within the Town and the region more broadly.
- Over the next decade, the proportion of Strathmore's population over the age of 65 is likely to grow. This demographic trend may be expected to increase demand for senior-focused recreation and cultural program. Providing high quality walking and trail amenities may support aging-in-place in Strathmore, as recreational surveys indicate walking is a preferred activity amongst seniors.
- Additionally, the Town also has a sizable child, youth and young adult population (0-4, 5-9, 10-14 and 15-19). As these demographics transition, there is likely to be dynamic demand for programming and infrastructure as age cohorts fluctuate in size. Identifying opportunities to provide spontaneous recreation and culture opportunities for youth may be advantageous.

Background Review

- The Town has a strong strategic planning framework in place that supports developing and enhancing recreation and culture amenities/facilities. Key priorities identified include developing a Recreation Facilities Master Plan, enhancing existing recreation facilities, developing an arts and culture facility and focusing on efforts on outdoor amenities including ball diamonds and soccer fields.
- Collaboration will be a critical element for success, with the Town poised to work closely together with the Siksika Nation and Wheatland County to identify shared goals.
- Recent changes within Alberta's Municipal Government Act create new opportunities to collaborate on the development and maintenance of recreation and culture infrastructure.
- Provincial and National recreation and cultural strategies, plans and frameworks provide a solid foundation upon which to base strategic priorities to be achieved through the delivery of recreation and culture infrastructure and programming in Strathmore. These documents largely promote notions of physical literacy, lifelong activity, culture and inclusivity.

Community Engagement

- Nearly all households (97%) either strongly or somewhat agree that recreation and culture help make the community and region better. This indicates an exceptionally strong level of support for the Town to continue prioritizing recreation and culture as means for achieving its long-term vision and strategic planning objectives.
- Community pathways and trails are the most used recreation infrastructure in Strathmore, used by nearly 90% of household respondents. Other popular amenities include the Civic Centre, Aquatic Centre, Municipal Library, Amphitheatre, Playgrounds and Golf Courses.
- Households identified lack of awareness, program timing and cost/price as major barriers impacting participation in recreation and culture activities (excluding personal time commitments). Improving overall awareness of Town supported activities and delivering programs during hours that are more accessible to residents may address these barriers.
- Around 2/3 of residents surveyed indicate that there is a need for new/upgraded recreation and culture facilities/spaces in the region.
 - » The top indoor facilities identified for development/improvement include ice arena facilities, performing arts theatre, climbing wall, indoor play spaces, fitness/wellness facilities and a leisure swimming pool.
 - » Outdoor spaces include more natural areas, a swimming pool, non-motorized multi-use trails, toboggan hills and support amenities such as washrooms, seating and lighting.
- Respondents indicate that amenities that are multi-purpose, meet many different needs, responses to demands/requests to communities are more important factors when it comes to prioritizing developing new amenities than building or operational costs.
- In terms of suggestions for programming improvements, residents would like to see a greater variety of programs, better marketing of existing programs, more convenient program scheduling and overall improved affordability of programs.
 - » Program areas identified as inadequate include youth programming, particularly spontaneous/drop-in focused, programming for adults such as cooking and healthy living, programs for special needs people of all ages, programs for seniors such as pickleball, with consideration given to transportation needs, wintertime programming for pre-school children, more arts and culture programming including music and art history and more programming for families in the evenings and on weekends.
- Nearly 40% of households feel they are inadequately informed of recreational and culture opportunities. Households prefer to learn about opportunities through the newspaper (63%), Facebook (49%), the Town's website (37%), the Town's Active Living Guide (30%) and via local radio stations (29%). Developing additional content for the newspaper and Facebook may improve overall awareness levels for recreation and culture opportunities in the Town.
- Residents are split as to whether they would support an increase in annual property taxes to ensure community needs for facilities, programs and services are better met (36% yes, 36% no, 28% unsure). Around 2/3 of respondents indicate they would support an increase of up to \$100 per year, with 22% supporting an increase of between \$101 and \$200.
- More than half of community groups surveyed indicate that membership numbers have grown in recent years, with 64% indicating that they expect participation numbers to continue to increase in the future. This suggests that there is likely to be increased demand for programs and facilities that are utilized by these groups.
- An overwhelming proportion (89%) of community groups surveyed indicated that there should be new/upgraded recreation and culture facilities/spaces developed in Strathmore. Top indoor priorities identified include a performing arts theatre, court spaces, ice arena sports facilities and a climbing wall. Outdoor priorities include support amenities such as lighting, seating and washrooms, natural areas, public art and toboggan hills.
- Key stakeholders interviewed indicated that an umbrella organization (e.g. arts council) could provide an important point of contact for recreation and culture groups. Additional support for volunteer based groups is needed, including support in volunteer recruitment. Stakeholders indicated that a Town led volunteer registry would be an effective mechanism for addressing challenges.
- Stakeholders would also like to see enhanced communication and promotion of activities, programs and events, with partnerships viewed as particularly key. Stakeholders suggest having a single point of contact for booking spaces and facilities would be an appreciated improvement that may also lead to better communications and collaborations with the Town.

Service Delivery Overview

- The Town allocates approximately 20% of its operating budget for recreation and culture, or around \$6 million per year. The Town recovers approximately 25% of revenues through user fees. This represents a per capita allocation of around \$450 per resident, right around average when compared to other Alberta municipalities.
- Partnerships with community groups and schools are important to the Town's delivery of recreation and culture programs. Joint-use agreements and property lease agreements are formal mechanisms used by the Town, while sponsorships (i.e. naming rights) and broader regional partnerships represent opportunity areas for new collaborations.

Infrastructure Inventory & Comparison

- There is high utilization (93%) of prime time ice sheet bookings within the Family Centre, with around 1/3 of booking demand coming from minor hockey organizations.
- There are around 50,000 visits per year, on average, to the Town's aquatic centre, of which around half comes from public/family swim times.
- When compared to similar sized communities in Alberta, Strathmore is about average in terms of provision of recreation and culture infrastructure. Three out of four communities have three indoor ice sheets, compared to Strathmore's two. Three of four also have indoor fitness facilities, which is lacking in Strathmore.

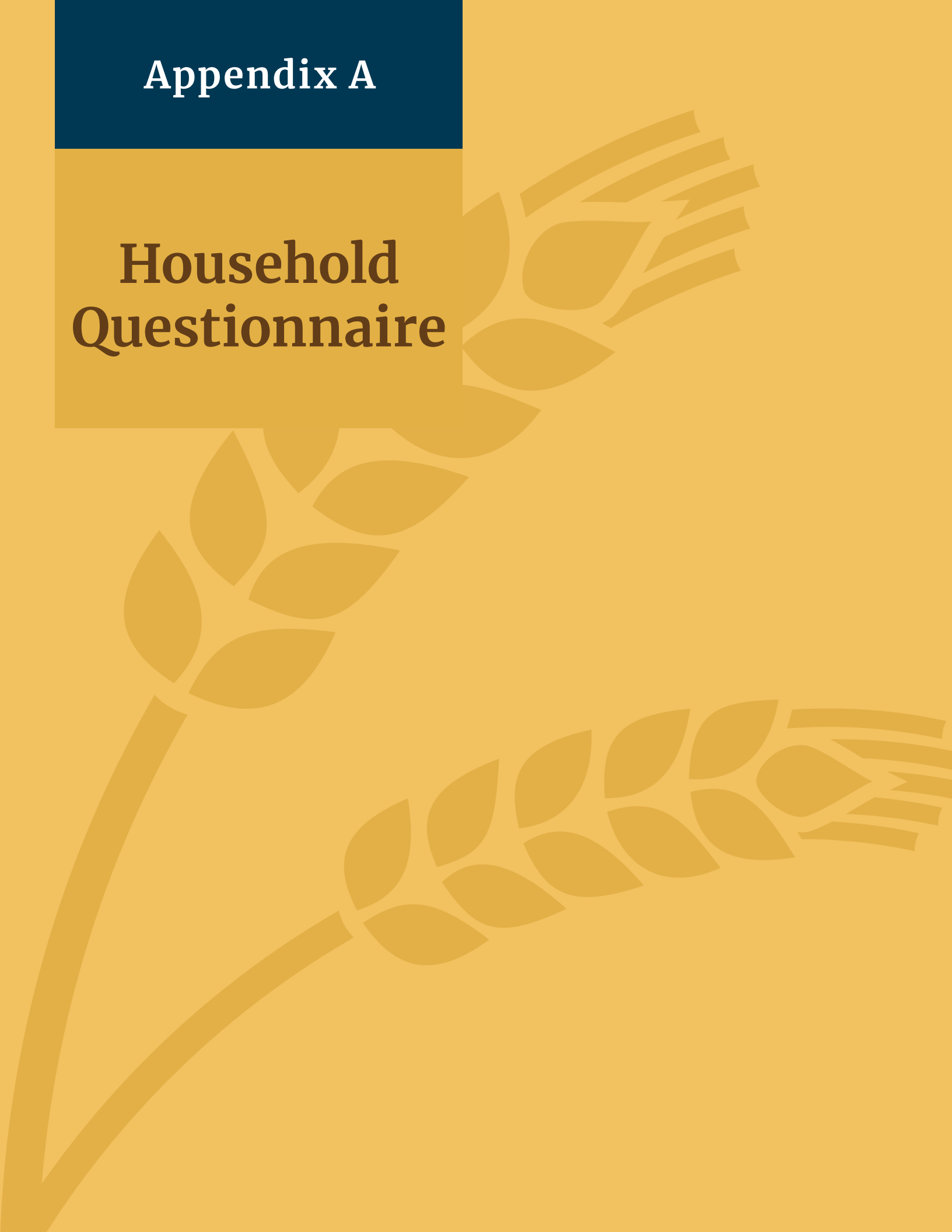
Trends and Leading Practices (p.50–59)

- Walking is among the most popular physical activities amongst all age-groups in Canada, along with bicycling and swimming. Promoting these activities within the Town will resonate with all age demographics, given shared interests.
- Trends in recreation and culture amenity and program service provision include a shift towards providing more free drop-in opportunities, making temporary use of or creating 'pop up' spaces within existing public spaces for activities, relying more on social media to promote opportunities, "prescribing" physical activity as part of a municipal/public health partnership, creating 'youth nights' and implementing 'try it days' where residents can try out new sports at low or no cost.
- Younger adults are volunteering at lower rates than in previous years, often as a result to growing professional and familial demands. Efforts to increase young adult volunteer rates are needed, with many municipalities developing dedicated resources to support volunteer recruitment via mechanisms such as volunteer registries or recruitment drives.
- Sport tourism and major sporting event hosting are becoming significant local and regional economic drivers. Statistics Canada suggests that Canada's sports tourism industry is worth approximately \$6.5 billion. Tapping in to sport tourism and major event hosting can increase the profile of communities and create economic spillovers in service and hospitality sectors.
- Recreation and culture infrastructure in Canada is rapidly aging, with municipalities typically reinvesting around 1.3% of capital value into facilities per year. It is recommended that between 1.7% and 2.5% of capital value be reinvested in facilities to ensure maximum lifespans and long-term quality of amenities.



Appendix A

Household Questionnaire



Survey Code: _____

Town of Strathmore

Recreation, Culture & Facilities Master Plan



Household Questionnaire

The Town of Strathmore is developing a Recreation, Culture & Facilities Master Plan that will guide the delivery of these services in Strathmore and provide refreshed priorities for investment into facilities and programming. Gathering input from area residents on the current state of these services and future needs for recreation and culture is an important part of planning.

Please have an adult in your household complete this questionnaire by considering the needs of all members of your household. Responses are anonymous. If you have any questions on this survey or the project please contact **Tracy Simpson** (Town of Strathmore) at tracys@strathmore.ca

Please complete and return the questionnaire by **June 10th, 2019** by sealing it in an envelope and dropping it off at one of the following locations:

- Town Hall (680 Westchester Road)
- Centennial Aquatic Centre
- Strathmore Motor Products Centre
- Strathmore Library

Definition of Recreation & Culture

Recreation:

From "A Framework for Recreation in Canada: Pathways to Wellbeing"

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

Culture:

From "Conceptual Framework for Cultural Statistics 2011"

Culture is creative artistic activity and the goods and services produced by it, and the preservation of heritage.

Draw Entry Form

As a token of thanks for your participation in this survey, a draw will be made for a family pass for the Aquatic Centre. The information you are providing below will be utilized solely for the purposes of the draw and will not be reported in connection with the responses you have provided.

Name (First Name Only): _____

Phone Number: _____

The personal information requested on this form will be used for the purpose of contacting you should you be the draw winner. Your personal information will not be shared with anyone for any other purposes. If you have any questions about the collection or use of your personal information, contact any of the individuals named above.



Section 1: Reasons to Participate

1. What are the main reasons that your household participates in recreation and culture activities? Select all that apply.

- | | |
|---|--|
| ☐ Enjoy a challenge | ☐ Relax/relieve stress |
| ☐ Family time together | ☐ Satisfy curiosity |
| ☐ For fun | ☐ Socializing |
| ☐ Health reasons | ☐ Something different than work |
| ☐ Help the community | ☐ To "get away" |
| ☐ Improve skills or knowledge | ☐ To be creative |
| ☐ Learn new things | ☐ To enjoy the outdoors/get fresh air |
| ☐ Other (please specify) _____ | |

Section 2: Values and Considerations

2. Consider each of the following statements that refer to the development and delivery of facilities, programs, and services. For each statement please indicate your level of agreement.

Statement	Strongly Agree	Somewhat Agree	Unsure	Somewhat Disagree	Strongly Disagree
Recreation and Culture services are important to my household's quality of life.	☐	☐	☐	☐	☐
Recreation and culture opportunities help make our community and region better.	☐	☐	☐	☐	☐
Residents can benefit even if they do not use recreation and culture services directly.	☐	☐	☐	☐	☐
It is important to maintain or upkeep our existing facilities before we consider developing new ones.	☐	☐	☐	☐	☐
The Town should motivate and encourage people to participate in recreation and culture activities.	☐	☐	☐	☐	☐
Recreation and culture services contribute to the local economy by attracting visitors and new residents.	☐	☐	☐	☐	☐
Community events can help people to develop a sense of community and connection to each other.	☐	☐	☐	☐	☐
The Town should support local groups that deliver recreation and culture opportunities.	☐	☐	☐	☐	☐
Recreation and culture services enable residents and visitors to be healthier.	☐	☐	☐	☐	☐
Recreation and culture services provide opportunities for residents and visitors to connect with each other and their communities.	☐	☐	☐	☐	☐

Section 3: Utilization and Visitation

3. How often did members of your household use the following facilities and/or spaces (as an active participant) within the previous year?

Facility/Space	1-9 Uses	10-20 Uses	21+ Uses	Did Not Use
Strathmore Facilities/Spaces				
Aquatic Centre	☐	☐	☐	☐
Ball Diamonds (Cheadle)	☐	☐	☐	☐
Ball Diamonds (Lyalta)	☐	☐	☐	☐
Ball Diamonds (Strathmore)	☐	☐	☐	☐
Bocce Courts	☐	☐	☐	☐
Community Pathways and Trails	☐	☐	☐	☐
Curling Rink	☐	☐	☐	☐
Disc Golf	☐	☐	☐	☐
Golf Courses	☐	☐	☐	☐
Kinsmen Park Outdoor Amphitheatre	☐	☐	☐	☐
Lions Regional Outdoor Rink	☐	☐	☐	☐
Lions Splash Park	☐	☐	☐	☐
Playgrounds	☐	☐	☐	☐
Off Leash Dog Park	☐	☐	☐	☐
Outdoor Sports Fields	☐	☐	☐	☐
Rural Community Halls	☐	☐	☐	☐
Rural Ice Rinks	☐	☐	☐	☐
Skateboard Park	☐	☐	☐	☐
Strathmore Civic Centre (Hall)	☐	☐	☐	☐
The Strathmore Family Centre Arena (Ice Sheets)	☐	☐	☐	☐
Strathmore Motor Products Sports Centre (indoor gymnasiums and fields)	☐	☐	☐	☐
Strathmore Municipal Library	☐	☐	☐	☐
Strathmore Seniors Drop-In Centre	☐	☐	☐	☐
Tennis Courts	☐	☐	☐	☐

4. What, if anything, prevents you or someone in your household from participating in recreation and culture programs and services in the region? (Select all that apply.)

- ☐ Nothing prevents our participation
- ☐ Busy with other activities/work
- ☐ Cost/price (equipment)
- ☐ Cost/price (admission/registration)
- ☐ Don't have the ability
- ☐ Physical accessibility barriers
- ☐ Interests and programs don't match

- ☐ Lack of facilities/poor facilities
- ☐ Health Issues
- ☐ Quality of programs
- ☐ Timing of programs
- ☐ Location of programs
- ☐ Unaware of some opportunities
- ☐ Other (please specify) _____

Section 4: Overall Assessment

5.

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

☐ Very satisfied

☐ Somewhat satisfied

☐ Unsure

☐ Somewhat dissatisfied

☐ Very dissatisfied

b. Overall, how satisfied are you with the **culture** programs and services currently offered in the region?

☐ Very satisfied

☐ Somewhat satisfied

☐ Unsure

☐ Somewhat dissatisfied

☐ Very dissatisfied

c. Please explain your answers.

Section 5: New/Upgraded Recreation and Cultural Facilities

6. Answering on behalf of your entire household, do you see a need for new and/or upgraded recreation and/or culture facilities and spaces to be developed in the region?

☐ Yes

☐ Unsure

☐ No (Please go to Q10)

7. Please select up to **five (5) INDOOR** recreation and culture facilities and spaces that should be more readily available or enhanced in the region. A couple of things to consider:

- » There are costs to building and operating recreation and culture facilities and spaces.
- » Your responses will be used to help determine facility priorities for planning purposes. They may not lead to changes in a facility or new facilities being built.

- | | |
|--|--|
| ☐ Agricultural Facilities | ☐ Indoor Courts/Gymnasium Spaces (e.g. including tennis and pickleball, basketball, volleyball, etc.) |
| ☐ Art Display Space/Gallery | ☐ Indoor Field Sports (e.g. soccer) |
| ☐ Art Studios/Creative Spaces | ☐ Lane Swimming Pool |
| ☐ Climbing Wall | ☐ Leisure Swimming Pool |
| ☐ Combative Sports Space (e.g. judo, karate) | ☐ Library |
| ☐ Community Group Office Spaces | ☐ Meeting Spaces |
| ☐ Court Sports (e.g. racquetball/squash) | ☐ Multi-purpose Sport Surface (e.g. cement pad for roller/ball hockey, roller derby, lacrosse) |
| ☐ Curling Facilities | ☐ Museum |
| ☐ Dance Program Spaces | ☐ Performing Arts Theatre |
| ☐ Dedicated Seniors Activity Spaces | ☐ Program Spaces (multi-use, i.e. yoga, aerobics, etc.) |
| ☐ Dedicated Youth Centre Spaces | ☐ Public Art (e.g. murals, sculptures, statues) |
| ☐ Fine Arts Spaces (e.g. galleries) | ☐ Rifle/Archery Range |
| ☐ Fitness/Wellness Facilities (e.g. aerobics/strength training) | ☐ Show/Event Facilities (e.g. concerts/trade fairs) |
| ☐ Ice Arena Sports Facilities | ☐ Social/Banquet Facilities |
| ☐ Ice Leisure Skating | ☐ Track for Fitness/Jogging/Walking |
| ☐ Indoor Child Play Spaces | ☐ Other (please specify) _____ |

8. Consider only the following **culture** facilities and spaces. Please rank them in order of importance. A rank of 1 means it is a top priority for the Town of Strathmore to enhance or be more readily available. A rank of 6 means that the other cultural facilities and spaces are a greater priority for the Town. (Use the numbers 1, 2, 3, 4, 5, and 6. Use each number once.)

- | | |
|---|---|
| _____ Art Display Space/Gallery | _____ Museum |
| _____ Art Studios/Creative Spaces | _____ Performing Arts Theatre |
| _____ Fine Arts Spaces (e.g. galleries) | _____ Public Art (e.g. murals, sculptures, statues) |

9. Please select up to **five (5) OUTDOOR** recreation and culture facilities and spaces that should be more readily available or enhanced in the region. A couple of things to consider:

» There are costs to building and operating recreation and culture facilities and spaces.

» Your responses will be used to help determine facility priorities for planning purposes. They may not lead to changes in a facility or new facilities being built.

☐ Agricultural Areas (i.e. equestrian areas)

☐ Athletic Grounds (track and field)

☐ Ball Diamonds

☐ Beach Volleyball Courts

☐ BMX Bicycle Parks

☐ Campgrounds (with services)

☐ Cross Country Ski/Snowshoe Trails

☐ Disc Golf

☐ Dog Off-Leash Areas

☐ Event Grounds for Special Events

☐ Football Fields

☐ Golf Courses

☐ Hard Surfaces

☐ Mountain Bike Park

☐ Multi-Use Trails (non-mechanized)

☐ Natural Areas

☐ Outdoor Bandstands/Amphitheatres

☐ Outdoor Hockey Rinks

☐ Outdoor Recreation Skating

☐ Outdoor Swimming Pool

☐ Outdoor Water/Spray Parks

☐ Passive Park Spaces

☐ Pickleball Courts

☐ Picnic Areas

☐ Playgrounds and Tot Lots

☐ Public Art (e.g. murals, sculptures, statues)

☐ Rugby Fields

☐ Skateboard Parks

☐ Soccer Fields

☐ Support Amenities (e.g. lighting, parking, seating, washrooms)

☐ Tennis Courts

☐ Toboggan Hills

☐ Other (please specify) _____

10. There are limited resources when contemplating public investment in recreation and culture facilities or spaces. For this reason some facilities and spaces have to be prioritized over others. Please indicate your level of agreement with the following considerations.

A new or enhanced recreation and culture facility, space or amenity should be a priority over others if...

Consideration	Strongly agree	Somewhat agree	Disagree	I don't know
... it replaces an existing one that is outdated and/or at the end of its remaining lifespan.	☐	☐	☐	☐
... it is not readily available in the Strathmore area.	☐	☐	☐	☐
... the cost to build it are lower than others.	☐	☐	☐	☐
... the cost to run it are lower than others.	☐	☐	☐	☐
... funding and grants are available that would lower the costs.	☐	☐	☐	☐
... it responds to demands/ requests from the community.	☐	☐	☐	☐
... it has potential for bringing visitors from outside of the Strathmore area into the community.	☐	☐	☐	☐
... it targets under-served population segments of the community.	☐	☐	☐	☐
... it is multi-purpose and meets the needs of many different activities, programs and users.	☐	☐	☐	☐
... a project partner has been identified that can contribute significant funds towards building it.	☐	☐	☐	☐

Section 6: Programs & Events

11. Through community organizations and other not-for-profit groups, there is a variety of recreation and culture programs offered to regional residents. How satisfied are you generally with the recreation and culture programs currently offered in the region?

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Unsure
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied

12. What improvements or changes are needed regarding programming? (Select all that apply.)

- ☐ Accommodate more participants
- ☐ Better instruction
- ☐ Enhanced content
- ☐ Greater variety
- ☐ Other (please specify) _____
- ☐ Improved marketing of programs
- ☐ More affordable
- ☐ More convenient schedule
- ☐ Offered more frequently

13. Consider the current availability and types of programs offered in the Strathmore area.

- a. For each of the following groups, please identify if the existing recreation and culture programs are adequate or inadequate. (If you are unsure, please indicate that.)

Age Group	Adequate	Unsure	Inadequate
Tots (0 - 2 yrs)	☐	☐	☐
Pre-school (3 - 6 yrs)	☐	☐	☐
Youth (7 - 17 yrs)	☐	☐	☐
Adult (18 - 64 yrs)	☐	☐	☐
Seniors (65+ yrs)	☐	☐	☐
Family	☐	☐	☐
Special Needs	☐	☐	☐

- b. For any you have designated as inadequate please identify what programs or program types should be more available.

14. Did anyone in your household attend a major indoor or outdoor event in Strathmore in the past 12 months?

- ☐ Yes
- ☐ No (Please go to Q15)
- ☐ Unsure (Please go to Q15)

a. What event(s) were they?

b. Overall, how satisfied were you with the events you attended?

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Unsure
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied

c. Please explain your answer:

15. How important is it to have major city-wide festivals and events?

- ☐ Very important
- ☐ Somewhat important
- ☐ Neither
- ☐ Somewhat unimportant
- ☐ Very unimportant

Section 7: Communications

16. In general, how well informed do you feel about recreation and culture opportunities in the area?

- ☐ Very well informed
- ☐ Adequately informed
- ☐ Inadequately informed
- ☐ Unsure

17. How would you prefer to learn about recreation and culture services and opportunities in the area? Please select your top **three (3)** preferences.

- | | |
|---|--|
| ☐ Active Living Guide (online version) | ☐ Posters and digital displays within recreation facilities |
| ☐ Active Living Guide (print version) | ☐ Local Radio Station (CKOV) |
| ☐ Communication through the schools | ☐ Twitter |
| ☐ Facebook | ☐ Word of mouth /referral from someone |
| ☐ Local newspaper (Strathmore Times) | ☐ Other (please specify) _____ |
| ☐ Town of Strathmore website | |

Section 8: Willingness to Pay

18. Town recreation, culture, and parks programs and services are paid for by a combination of tax support (including property taxes) and fees paid by users.

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

☐ Yes

☐ Unsure

☐ No (Please go to Q19)

b. How much of an increase in annual property taxes would you support?

☐ Up to a \$100 annual property tax increase

☐ \$101 to \$200 annual property tax increase

☐ \$201 to \$300 annual property tax increase

☐ Over a \$300 annual property tax increase

19. Which of the following options do you support in relation to user fees for recreation, culture, and parks programs and services?

☐ Increase current level of user fees

☐ Maintain current level of user fees

☐ Unsure

Section 9: Household Profile

20. Where do you live?

☐ Town of Strathmore

☐ Siksika Nation

☐ Wheatland County

☐ Other

a. If you live in Wheatland County, please select the electoral division in which you reside.

☐ 1

☐ 2

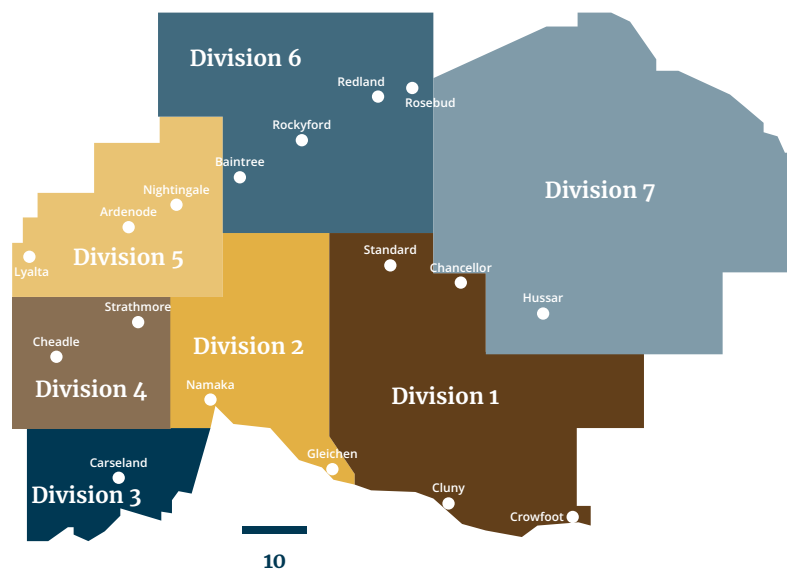
☐ 3

☐ 4

☐ 5

☐ 6

☐ 7



21. How long have you lived in the region?

- ☐ Less than 1 year
- ☒ 1 – 5 years
- ☐ 6 – 10 years
- ☒ 11 – 20 years
- ☐ More than 20 years

22. Do you own or rent your home?

- ☐ Own
- ☒ Rent

23. Please describe your household by identifying the number of members in each of the following age groups. (please include yourself)

_____ 0 - 9 yrs	_____ 10 - 19 yrs	_____ 20 - 29 yrs
_____ 30 - 39 yrs	_____ 40 - 49 yrs	_____ 50 - 59 yrs
_____ 60 - 69 yrs	_____ 70 - 79 yrs	_____ 80+ yrs

Section 10: Final Thoughts

24. Do you have any other comments to make regarding recreation and culture in the region?

**Thank you for taking the time to help us
make your community and region better!**

Appendix B

Group Survey Participants



1. Strathmore Polominos Water Polo Club
2. Wheatland Whirlers Square Dance Club
3. Strathmore & District Minor Ball Association
4. Strathmore Municipal Library
5. Strathmore Alliance Church
6. Strathmore Lacrosse Club
7. Wheatland Society of Arts
8. Strathmore United Church
9. Strathmore and Wheatland Christmas Hamper Society
10. Strathmore Performing Arts Festival
11. Dance For Fun
12. Strathmore Musical Arts Society
13. Strathmore Badminton Club
14. Community Futures Wild Rose
15. Strathmore & District Agricultural Society
16. Wheatland Equestrian
17. Wheatland Junior B Hockey Society (2014)
18. Strathmore Soccer
19. Strathmore Childrens Choir
20. Strathmore Minor Hockey
21. Child Youth and Family Hub
22. Arts on 817
23. Strathmore Lions Club
24. Strathmore Disc Golf Club
25. Strathmore Gymnastics Centre
26. Western District Historical Society
27. Strathmore Theatre Players Guild
28. George Freeman School
29. Strathmore Pickleball Club
30. Strathmore Chaos Volleyball Club
31. 5 for Life Early Childhood
32. HEAL our Future
33. Strathmore Archery
34. Hope Bridges For Continued Learning
35. Growing Families Society

Appendix C

Stakeholder Meeting Participants



1. Performing Arts Festival
2. Arts on 817
3. Happy Gang
4. Alberta 55+ Games
5. Strathmore Library
6. Wheatland Wildfire Basketball
7. Strathmore High School
8. Strathmore Community Members & Volunteers
9. Strathmore Minor Soccer
10. Chestermere United Soccer
11. Pickleball Club
12. Strathmore Musical Arts Society
13. Western District Historical Society
14. Strathmore Archery
15. Strathmore and District Curling Club
16. Strathmore Minor Hockey Association
17. Strathmore High School Football
18. Strathmore Minor Baseball Association
19. Strathmore and District Agricultural Society
20. Strathmore Business Community & Sponsors
21. George Freeman School
22. Strathmore Lacrosse Association
23. HEAL Our Future
24. Strathmore Silver Sharks Swim Club
25. Strathmore Disc Golf Club
26. Badminton Club
27. Strathmore Skating Club
28. Strathmore Gymnastics Centre
29. Strathmore Theatre Players
30. Wheatland Society of Arts

