



December 2019

Town of Strathmore Recreation and Culture Master Plan



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strategies



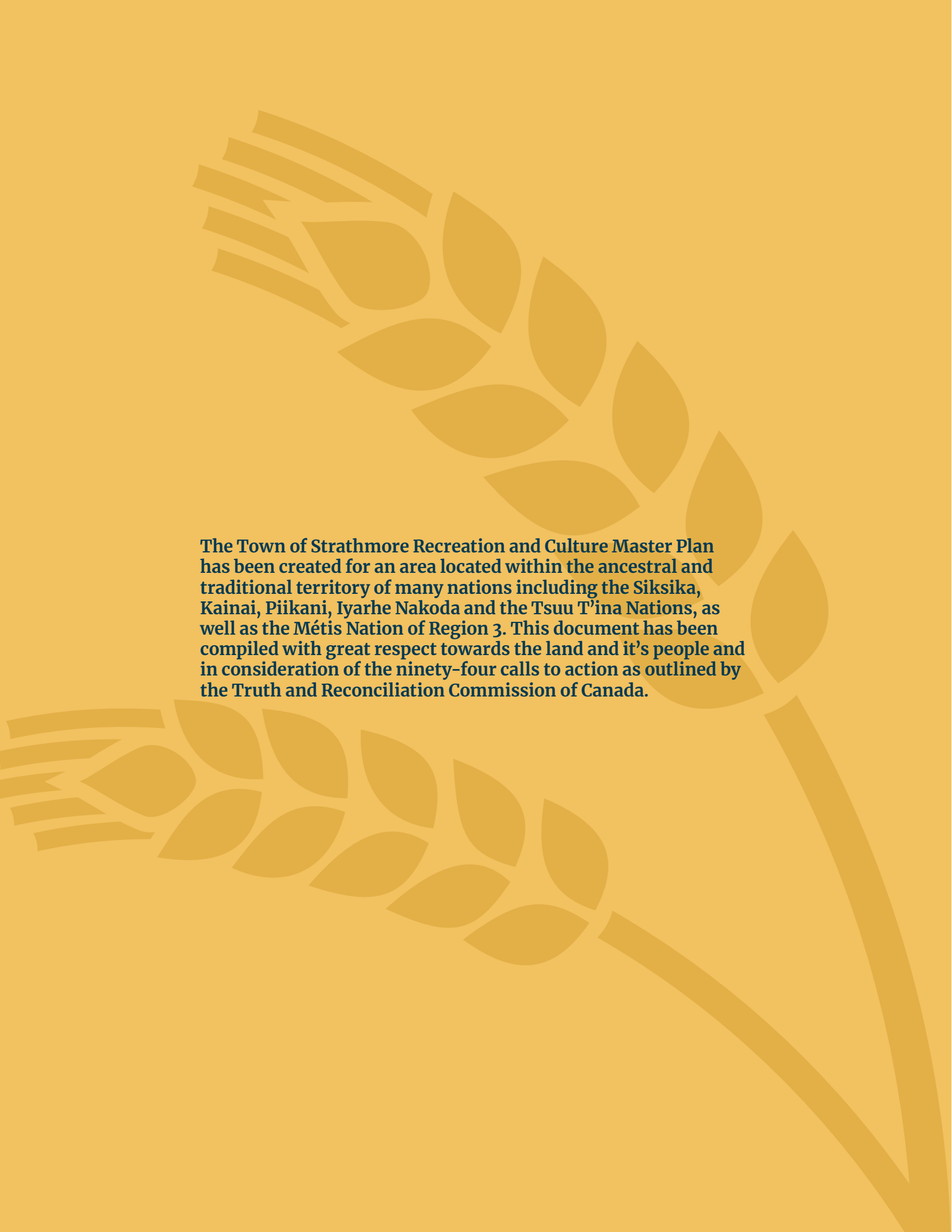
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A large, stylized, light-yellow leaf pattern is overlaid on the page. It consists of two main branches of leaves, one extending from the top left towards the center, and another extending from the bottom left towards the center. The leaves are simple, elongated shapes with pointed tips. The background is a solid, light-yellow color.

The Town of Strathmore Recreation and Culture Master Plan has been created for an area located within the ancestral and traditional territory of many nations including the Siksika, Kainai, Piikani, Iyarde Nakoda and the Tsuu T'ina Nations, as well as the Métis Nation of Region 3. This document has been compiled with great respect towards the land and it's people and in consideration of the ninety-four calls to action as outlined by the Truth and Reconciliation Commission of Canada.

Executive Summary

Recreation and culture opportunities provide multiple pathways to wellbeing for individuals and communities. The Town of Strathmore has developed this Recreation and Culture Master Plan to provide the guiding direction for the provision of recreation and culture services for the next ten years.

This Master Plan replaces the 2010 Quality of Life Master Plan as the primary document guiding the Town's provision of and support for recreation and culture services in the community. The earlier Master Plan includes guidelines

and tools that still may be of assistance as the Town makes delivery decisions. As this Master Plan is being implemented it should be done so in a manner that respects the protocols and approaches of all community members and current and potential partners.

The Master Plan was developed based upon a thorough program of research (presented under a separate cover). The different inputs are identified in the following graphic.



Master Plan Foundations

Vision

All area residents have opportunities to participate in a variety of structured and unstructured recreation and culture activities individually, collectively and as a family unit. Residents have pride in their community, feel a sense of belonging and are healthy and fulfilled. The provision of recreation and cultural services enhances the quality of life of community members.

Principles

- With the development and management of natural and built environments their **physical and financial sustainability** should be considered.
- The **diversity** found within the community should be **respected and welcomed** in all recreation and culture opportunities.
- The **changing needs of the community** and changing service expectations are reflected in the responsive nature of services.
- **Collaborative efforts and partnerships** - which are integral to building healthy and thriving communities - are grounded in trust and mutual respect.
- As a focal point for community activities, recreation and culture facilities are planned and developed to provide opportunities for **social interaction**.
- Opportunities for recreation and culture services are sought to provide **important connections to nature**.
- Decision are made using **fair and open processes**.

Master Plan Goals

The following are goals that can be achieved in part through the implementation of this Recreation and Culture Master Plan. It should be noted that these goals cannot be achieved solely through the implementation of this Master Plan but that this Plan can significantly contribute to them.



- 1 Residents participate in a variety of recreation and culture opportunities. This includes structured and unstructured opportunities as well as opportunities both indoors and outdoors.



- 2 Residents are living healthy lifestyles. Through the investment and support of recreation and cultural services, area residents are physically, mentally and socially healthy.



- 3 Communities are strong and caring. The best communities are those in which people look out for each other, feel welcomed, have a sense of belonging and identify with and take care of their community.



- 4 The Town makes decisions effectively. Decisions are made deliberately following established processes and are data driven. Using data and established processes to make decisions helps ensure the best decisions are made at the time in a manner that is understood by those impacted.



Master Plan Recommendations

Service Delivery

1. Continue to develop new partnerships and enhance existing partnerships in the provision of recreation and culture services.
2. Develop a centralized booking process for facilities.
3. Enhance communication efforts related to recreation and culture opportunities and benefits.
4. Strengthen capacity by providing support to non-profit/partner organizations.
5. Assist in the development of an umbrella organization for the arts and culture community.

Programming

6. Identify and reduce barriers to participation in recreation and culture programs and activities.
7. Develop a fees and charges policy.
8. Continue to focus on the delivery of community wide events and activities.
9. Ensure that programs respond to community needs.

Infrastructure

10. Implement a model to determine individual facility / amenity strategies.
11. Utilize a project / amenity prioritization framework when contemplating projects that are competing for municipal support.
12. When considering the development of facilities, follow a defined project development framework.
13. When making decisions about locating any new recreation or culture facilities ensure the following issues are considered.
14. Implement an asset management and facility condition index approach.

Data Collection

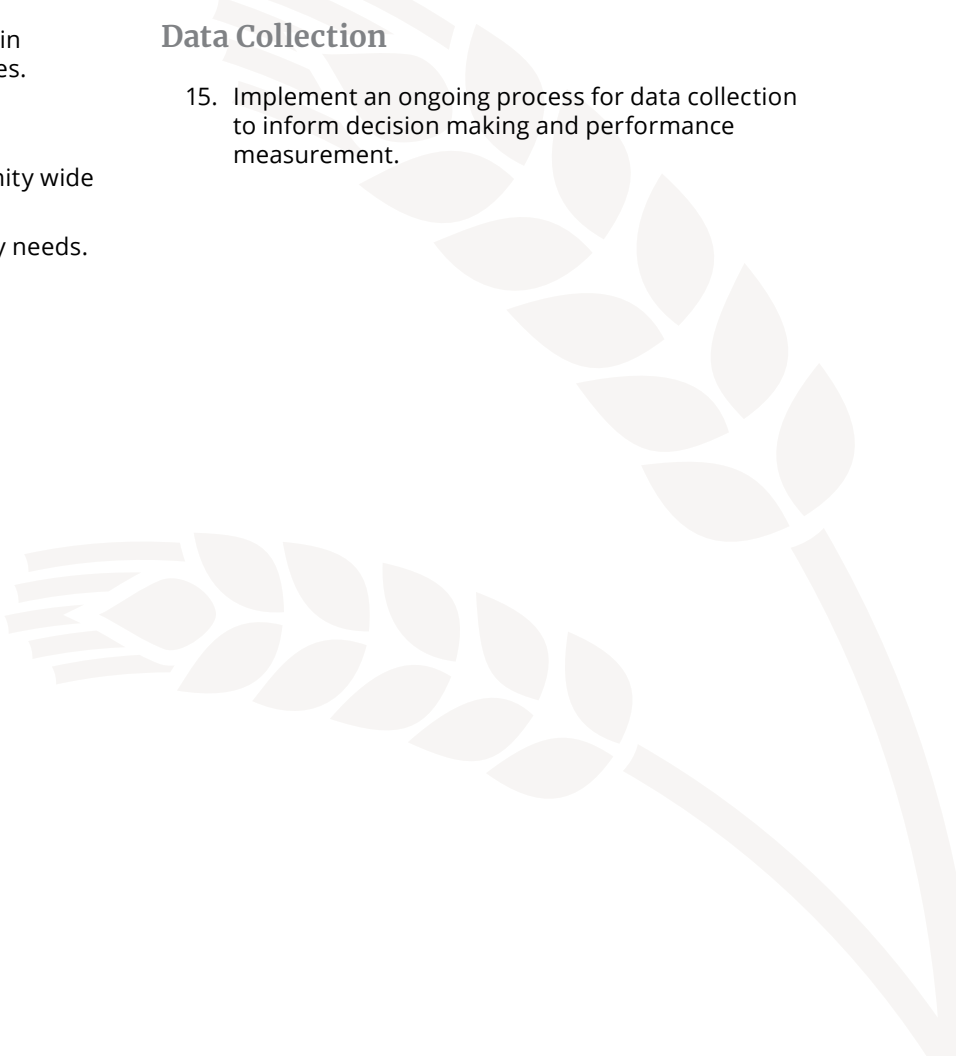
15. Implement an ongoing process for data collection to inform decision making and performance measurement.
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Section 1

Introduction and Methodology



Recreation and culture opportunities provide multiple pathways to wellbeing for individuals and communities. The Town of Strathmore has developed this Recreation and Culture Master Plan to provide the guiding direction for the provision of recreation and culture services for the next ten years. This Master Plan replaces the 2010 Quality of Life Master Plan as the primary document guiding the Town's provision of and support for recreation and culture services in the community. The earlier Master Plan includes guidelines and tools that still may be of assistance as the Town makes delivery decisions. As this Master Plan is being implemented it should be done so in a manner that respects the protocols and approaches of all community members and current and potential partners.



The Master Plan was developed based upon a thorough program of research (presented under a separate cover). The different inputs are identified in the following graphic.

Input gathered from the community was a very important resource to the Master Plan recommendations. As illustrated in the table a broad array of perspectives and responses were gathered through the various engagement tactics.

Consultation Mechanism	Responses/Participants
Resident Household Survey	283
Community Group Questionnaire	35
Community & Stakeholder Meetings	30 Groups/Perspectives

There are ethical risks in all projects that involve people and their information. For this reason the methodology used to develop the Master Plan was screened for ethical risks and appropriate risk mitigation strategies were implemented.

To see the detailed findings from these engagement activities and the other elements of research conducted please refer to the “State of Recreation and Culture” report.



Section 2

Planning Context



While it is one of the significant strategic municipal plans, the Recreation and Culture Master Plan is itself governed by other plans and bylaws of the Town of Strathmore. Further, there are other points of context that need to be considered by the Master Plan. These include some specifically in the purview of the Town of Strathmore but also include plans, policies and frameworks for senior levels of government. One of Wheatland County's plans has been referenced as well. Insights from these sources are summarized in the research report; they are identified below.

Local Planning:

- Strathmore Council Strategic Priorities 2018–2021
- 2018 Long Term Financial Plan
- Strathmore Municipal Development Plan – Bylaw No. 14–03
- Parks and Pathways — Bylaw No. 14-07
- Wheatland County Municipal Development Plan — Bylaw 2013–18 Amendment 2018–40

Provincial

- Active Alberta Policy
- Municipal Government Act
- Spirit of Alberta — Alberta's Cultural Policy

National

- Framework for Recreation in Canada (2015)
- Let's Get Moving: A Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada
- Final Report of the Truth and Reconciliation Commission of Canada (2015)
- Vital Signs: Arts & Belonging
- Creative Canada
- Canadian Sport for Life (CS4L)

A Renewed Definition of Recreation

The Truth and Reconciliation Commission of Canada (TRCC) Calls to Action redress the legacy of residential schools and advance the process of Canadian reconciliation. Several of the recommendations demonstrate a pathway for decolonization through recreation and culture; most relevant is the TRCC Call to Action 89:

89: We call upon the federal government to amend the Physical Activity and Sport Act to support reconciliation by ensuring policies to promote physical activity as a fundamental element of health and well-being, reduce barriers to sports participation, increase pursuit of excellence in sport and build capacity in the Canadian sport system, are inclusive of Aboriginal peoples.

The Framework for Recreation in Canada serves as one of the most significant influences on this Master Plan. The Framework presents a renewed vision for recreation that is the result of consultation with key sector stakeholders as well as representatives from other sectors including physical activity, parks, health, education and justice.

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

Key tenets of the Framework include the following.

1. High quality, accessible recreation opportunities are integral to a well-functioning society.
2. The recreation sector can be a collaborative leader in addressing major issues of the day.
3. All people and communities deserve equitable access to recreational experiences. Recreation must be accessible and welcoming to all.



Section 3

The State of Recreation, Culture and Facilities



The following points summarize the 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 planning for recreation and culture service provision 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.

3.1 Population and Demographics

- 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.
- Over the next decade, the relative 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 programs. 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 (under 19 years of age). As these demographics transition, there is likely to be a 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.

3.2 Background Review

- The Town has a **strong strategic planning framework in place** that supports developing and enhancing recreation and culture amenities/facilities. Its key priorities include developing a Recreation Facilities Master Plan, enhancing existing recreation facilities, developing an arts and culture facility and focusing 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.
- **Provincial and National** recreation and cultural strategies, **plans and frameworks** provide a solid foundation for Strathmore's strategic priorities for recreation and culture infrastructure and programming in Strathmore. These documents largely promote physical literacy, lifelong activity, culture and inclusivity.

3.3 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.
- 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 two-thirds 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, a performing arts theatre, a climbing wall, indoor play spaces, fitness/wellness facilities and a leisure swimming pool.
 - » Outdoor spaces identified include more natural areas, a swimming pool, non-motorized multi-use trails, toboggan hills and support amenities such as washrooms, seating and lighting.
- 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 and more arts and culture programming.
- 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.
- 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 groups. Additional **support for volunteer-based groups** is needed, including in recruiting volunteers. Stakeholders indicated that a Town-led volunteer registry could 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 change which may also lead to better communications and collaborations with the Town.

3.4 Service Delivery Overview

- The Town allocates approximately 20% of its operating budget for recreation and culture, or around \$6M 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.

3.5 Infrastructure Inventory & Comparison

- There is **high utilization (93%) of prime time ice sheet** bookings within the Family Centre, with around one-third 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 indoor 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 are lacking in Strathmore.
- **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. The Canadian Infrastructure Report Card recommends reinvesting between 1.7% and 2.5% of capital value in facilities to ensure maximum lifespans and long-term quality of amenities.

3.6 Trends and Leading Practices

- **Walking is one of the most popular physical activities** amongst all age-groups in Canada, along with bicycling and swimming. Promoting these activities within the Town will likely resonate with all age demographics, given these shared interests.
- Trends in recreation and culture amenities 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 of 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.



Section 4

Plan Foundations



Is essential to personal health and well-being

Reduces health care, social service and police/justice costs

Builds strong and healthy communities

Is a significant economic generator

**The
8
Benefits
of Quality
Recreational
Opportunities**

Green spaces are essential to well-being

Provides a foundation for quality of life

Provides the key to balanced human development

Reduces self-destructive and anti-social behaviours

Recreation and culture services are valued municipal services by a community's residents. They are integral to the quality of life of residents, help make the community better and can help attract and retain residents and businesses. While the benefits that occur from the provision of publicly funded recreation and culture are numerous, they can be summarized as providing direct benefits to some (users / participants) and indirect benefits to all, regardless of use / participation.

Master Plan Goals

It is because of these benefits that municipalities like the Town of Strathmore invests in recreation and culture facilities, spaces, services and programs.

A vision is presented for recreation and culture provision in the Strathmore area. A series of principles are also presented. These foundational elements describe a future for the community that can be achieved in part through implementation of this Master Plan's recommendations. The principles presented serve as a lens through which decisions can be made. Four desired goals are presented to tie the strategic recommendations to the planning foundations and to illustrate what can be achieved, in part, through Plan implementation.

Vision

All area residents have opportunities to participate in a variety of structured and unstructured recreation and culture activities individually, collectively and as a family unit. Residents have pride in their community, feel a sense of belonging, and are healthy and fulfilled. The provision of recreation and cultural services enhances the quality of life of community members.

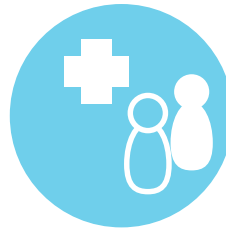
Principles

- With the development and management of natural and built environments their **physical and financial sustainability** should be considered.
- The **diversity** found within the community should be **respected and welcomed** in all recreation and culture opportunities.
- The **changing needs of the community** and changing service expectations are reflected in the responsive nature of services.
- **Collaborative efforts and partnerships** - which are integral to building healthy and thriving communities - are grounded in trust and mutual respect.
- As a focal point for community activities, recreation and culture facilities are planned and developed to provide opportunities for **social interaction**.
- Opportunities for recreation and culture services are sought to provide **important connections to nature**.
- Decision are made using **fair and open processes**.

The following are goals that can be achieved in part through the implementation of this Recreation and Culture Master Plan. It should be noted that these goals cannot be achieved solely through the implementation of this Master Plan but that this Plan can significantly contribute to them.



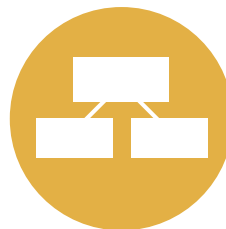
- 1 Residents participate in a variety of recreation and culture opportunities. This includes structured and unstructured opportunities as well as opportunities both indoors and outdoors.



- 2 Residents are living healthy lifestyles. Through the investment and support of recreation and cultural services, area residents are physically, mentally and socially healthy.



- 3 Communities are strong and caring. The best communities are those in which people look out for each other, feel welcomed, have a sense of belonging and identify with and take care of their community.



- 4 The Town makes decisions effectively. Decisions are made deliberately following established processes and are data driven. Using data and established processes to make decisions helps ensure the best decisions are made at the time in a manner that is understood by those impacted.

Section 5

Recommendations

In order to achieve the vision and goals described, fifteen recommendations are proposed and presented according to four themes: Service Delivery; Programming; Recreation and Culture Infrastructure and Data Collection. Across each of the themes the individual recommendations follow.

A Note About the Recommendations

Each recommendation is written as an action that the Town can take and includes a description of the recommendation. A table shows the research elements that support the recommendation. Most often there is not a straight line from a specific research finding and the recommendation, as elements from several research findings overlaid with a broad understanding of the study area and recreation and culture provision lead to the recommendation.

Each recommendation also includes a quick reference checkbox to indicate which aspect of the research presented in the “State of Recreation, Culture & Facilities” document supports the recommendation. The categories include Trends & Issues; Plan Review; Resident Survey; Group / Stakeholder Input and Industry Experience. This last category represents the contribution of the Consulting Team as developed through knowledge gained by working in innumerable communities. Integrating these multiple sources ensures confidence that the recommendations align with best practices in the Strathmore context.

Icons are utilized to demonstrate the alignment with the Master Plan’s desired goals.



5.1 Service Delivery

Service delivery refers to how the recreation services are delivered to residents and visitors. Recreation and culture services for residents of Strathmore and area are delivered through the efforts of many different entities. A large number of organized volunteer led community groups offer direct programming (e.g. Strathmore Skating Club). Some volunteer led organizations have paid staff that deliver services and even operate facilities such as the Strathmore and District Curling Club or the Happy Gang. There are also examples of recreation service provision through partnerships. For example the Town of Strathmore worked with Wheatland County to develop the Strathmore Motor Products Sports Centre; the Golden Hills School Division is a partner in this as well. This distributed model of service delivery has been successful and leverages the capacity of other organizations (financial, volunteer and others). The following recommendations identify actions that the Town should employ to continue to strengthen the delivery of recreation and culture services.

“Collaboration between the Town and the broader community is really important to making sure that we are able to provide the recreation and culture services the community wants.”

—Community Stakeholder



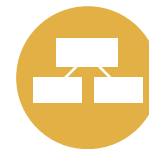
Recommendation 1: Continue to develop new partnerships and enhance existing partnerships in the provision of recreation and culture services.

Description: It is unrealistic to expect that any single entity is able to deliver services to the extent that is desired or expected by the community. Certainly with its limited resources, particularly financial, the Town of Strathmore is only able to provide recreation and culture services to a certain degree – the need for others to be involved in the delivery system is paramount. Partnerships can also bring benefits beyond financial, as partners often have different knowledge, expertise and access to volunteers that can prove instrumental in the effective delivery of services.

The Town currently has a variety of different partnerships that are beneficial in the delivery of recreation and culture services. These partnerships include those with the private sector – often in the form of sponsorships (e.g. Strathmore Motor Products); neighbouring municipalities / governments (e.g. Wheatland County, Siksika Nation); and not-for-profit groups (e.g. Strathmore Agricultural Society, service clubs, Golden Hills School Division No. 75).

A partnership policy should be developed. The policy will identify different types of partnerships in which the Town could be involved. Partnerships related to program delivery will and should have different commitments than partnerships related to facility operations, partnerships related to facility ownership and other types. The policy will outline appropriate types of partnerships depending upon the different types of organizations (and their attributes). Also the policy would describe conditions for the partnerships and roles and responsibilities of each party. It will identify management practices as well as principles and procedures under which the partnership will operate.

MP Goals: 1, 2, 3, 4



Justification:

- ✓ Trends & Issues
- ✓ Plan Review
- ✓ Resident Survey
- ✓ Community Groups / Stakeholders
- ✓ Industry Experience and Knowledge

Implementation Considerations:

These considerations are not necessarily in a sequential order and are not the entirety of all aspects of implementation for the recommendation. Rather they are actions that should be considered by the Town as it works to implement the aforementioned recommendation.

Actions	Implementation Timing Short Term < 12 months (S) Medium Term 1-2 years (M) Long Term >2 years (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resources Small (S) Medium (M) Large (L) No Change (NC)
Review the current joint use agreement with Golden Hills School Division to ensure that community access to Division facilities is maximized.	S	D	NC
Review the agreements with Wheatland County to ensure the benefits accrued to each municipality is maximized while the goals of this Master Plan are fulfilled.	S	D	NC
Continue efforts to work with Siksika Nation to strengthen this partnership. While the intent is to maximize recreation and culture service delivery enhancements, this partnership will encompass other aspects of municipal service delivery as well as social inclusion.	S-M	O	S
Develop a partnership policy to set the framework within which potential partnerships can be considered and developed.	S-M	D	S*

*The costs to outsource the development of a partnership policy is estimated at \$30,000.





Recommendation 2: Develop a centralized booking process for facilities.

Description: The Town provides a significant number of facilities and spaces for groups to utilize as they deliver recreation and culture programs. There are however some other spaces in the community that are utilized by groups and community residents for programs and activities. From the perspective of groups and the community a hurdle or barrier can be the process by which they look to secure or book spaces. For those first initiating the booking process it can be confusing which entity to contact to get access to spaces. This confusion can be exacerbated when there are multiple entities that control access to the different spaces.

Having a single point of contact to secure facility access can make the process considerably less complicated and frustrating for groups and the public. It can as well simplify the efforts required by the different entities who operate the spaces. This is not to suggest that there is not some work or challenges to centralizing bookings but rather once the system is in place it can make the efforts for those booking the space easier and more efficient and it can lessen the administrative burden off those entities with the spaces. Finally, a single booking function can be helpful in the data collection efforts tracking the use of the spaces.

Implementation Considerations:

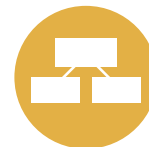
These considerations are not necessarily in a sequential order and are not the entirety of all aspects of implementation for the recommendation. Rather they are actions that should be considered by the Town as it works to implement the aforementioned recommendation.

Actions	Implementation Timing	Commitment	Incremental Resources
	Short Term < 12 months (S) Medium Term 1-2 years (M) Long Term >2 years (L)	Ongoing (O) Discrete (D)	Small (S) Medium (M) Large (L) No Change (NC)
Gather a list of recreation and culture facilities and spaces and identify current booking processes	S	D	NC
Meet with the different booking entities to discuss challenges and opportunities to a centralized booking process	S-M	D	S
Conduct research with other municipalities to examine the processes to institute centralized booking	M	D	NC
Meet with user groups to discuss a centralized booking function to learn of groups' specific needs	M	D	S
Develop and implement the booking system	M	O	M

A central booking process would sure make it easier for us to get space. It is a headache to have to contact a bunch of different people to try and get space for our program.

—Community Stakeholder

MP Goals: 1, 2, 4



Justification:

- | Trends & Issues
- | Plan Review
- | Resident Survey
- ✓ Community Groups / Stakeholders
- ✓ Industry Experience and Knowledge

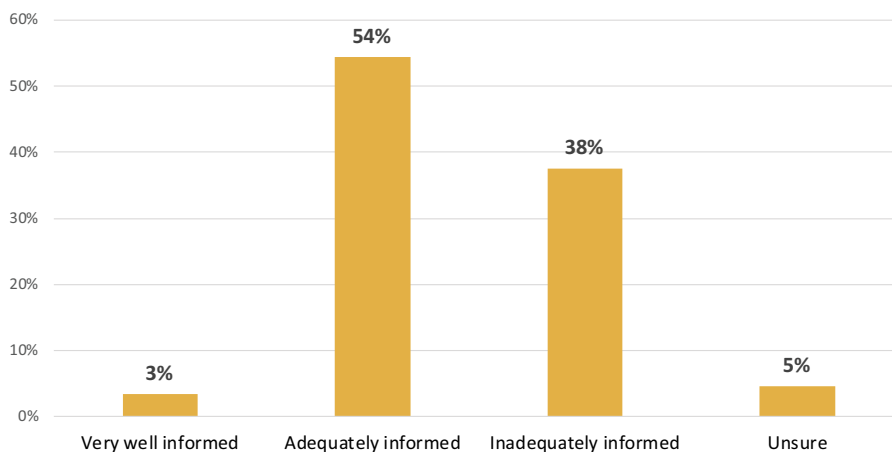


Recommendation 3: Enhance communication efforts related to recreation and culture opportunities and benefits.

Description: The Town does employ numerous vehicles to communicate and promote recreation and cultural opportunities. This effort needs to be ongoing and requires constant attention. The specific mechanisms that are utilized by the public can shift; as well with the multitude of messages bombarding people daily it is important to continue with these efforts.

While the Town does undertake significant efforts regarding this, particularly as it relates to its own activities and programs, the community organizations delivering programs are utilizing their own means to promote their activities and opportunities. While these efforts are great, it can prove difficult for people to learn about the various programs and opportunities if they are required to seek this information out on numerous different platforms.

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



*Graph findings taken from Household Survey

The Town has expertise, capabilities and resources that are often not available to community organizations, many of whom are volunteer groups. It makes sense to leverage the Town's capabilities and resources to help promote the activities and programs that are available to the public. In a similar vein to a centralized booking process, having a single or primary channel of communication to the public is beneficial. This does not "take the groups off the hook" for promoting their efforts, rather it focuses those efforts.

Another element of this enhanced communication and promotion goes beyond messaging about specific programs and activities and includes messaging about the benefits of participation. This generally ensures that people understand and appreciate all of the investments by the Town and the many other entities providing these services — which are made to achieve the goals of this Master Plan.

MP Goals: 1, 2, 3



Justification:

- ✓ Trends & Issues
- ✓ Plan Review
- ✓ Resident Survey
- ✓ Community Groups / Stakeholders
- ✓ Industry Experience and Knowledge

Implementation Considerations:

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Actions	Implementation Timing Short Term < 12 months (S) Medium Term 1-2 years (M) Long Term >2 years (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resources Small (S) Medium (M) Large (L) No Change (NC)
Inventory the different communication channels the Town uses	S	D	NC
Meet with groups to discuss their communication needs and timing and identify some parameters around shared communication and promotion (e.g. timing, information provided, contacts).	S-M	D	S
Develop a communications protocol and share with community organizations. The protocol would describe the channels that will be employed, timing of messages, any costs associated, etc.	M	O	S-M*

*The costs to outsource the development of a communications protocol is estimated at \$20,000.





Recommendation 4: Strengthen capacity by providing support to non-profit/partner organizations.

Description: The majority of recreation and culture opportunities are provided by not-for-profit community organizations that are run by volunteers. These entities are invaluable in the recreation and culture landscape and it is in the best interest of the Town that they continue to deliver programs and activities.

Because they are volunteer run (some may have paid staff but even those have volunteer boards) they are reliant on the skills and expertise of those volunteers to effectively run the organization. While many organizations may have the appropriate skills and knowledge needed to keep the organization functioning this really is a factor of volunteer recruitment and retention. There may be occasions however when the necessary skills required to run the organization are not available because of the experience of the volunteers.

To ensure the health of these organizations it is important to ensure that the necessary skills are within each organization. This speaks to a community development role. The training will vary over time and across the different groups. Some, for example, may need assistance with volunteer management including recruitment, training, retention and recognition. For others the training may be related to bookkeeping, running a meeting, grant applications, marketing or other issues. Providing community development assistance to groups necessitates ongoing communications and relationships with the groups themselves to understand their needs.

These needs can be met through a variety of means. Many groups may be successfully addressing issues that others are struggling with. As such the groups may be able to learn from each other. In other instances bringing groups together with common needs and retaining a trainer may be needed. People with the appropriate skills may be available in the community to help. The Alberta Government has a Community Development Unit that offers learning and developing services related to strategic planning, fund development, governance and many others (alberta.ca/community-development-unit.aspx).



“We’re working hard to make sure the kids are able to participate. It’s a challenge to find enough volunteers. A volunteer database promoting volunteer opportunities would be great!”

—Community Stakeholder

MP Goals: 2, 3



Justification:

- ✓ Trends & Issues
- ✓ Plan Review
- ✓ Resident Survey
- ✓ Community Groups / Stakeholders
- ✓ Industry Experience and Knowledge

Implementation Considerations:

These considerations are not necessarily in a sequential order and are not the entirety of all aspects of implementation for the recommendation. Rather they are actions that should be considered by the Town as it works to implement the aforementioned recommendation.

Actions	Implementation Timing Short Term < 12 months (S) Medium Term 1-2 years (M) Long Term >2 years (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resources Small (S) Medium (M) Large (L) No Change (NC)
Identify the specific needs of community organizations (meetings or survey).	S-M	O	S
Work with organizations to understand / learn the best mechanism for addressing those needs (e.g. community group conference, small learning sessions).	S-M	O	NC
Implement the community development sessions.	S-M	O	S-M





Recommendation 5: Assist in the development of an umbrella organization for the arts and culture community.

Description: There are a number of arts and culture organizations providing programs and activities in Strathmore. These organizations are of varying size and a number of them do not use Town facilities. Typically in a community arts and culture organizations do not garner the same attention from the community as traditional sports do. In addition, traditional sports are typically well served when it comes to facilities and spaces which, in turn, assists them with profile within the community and within the municipality. This is not to suggest that organized sports are over served rather it is to illustrate the differences and suggest that there is value in arts and culture groups coming together to form an umbrella organization.

An umbrella organization will provide a single entity that can help communicate and promote the individual interests of all of its constituent groups to the community and to the Town. Having a single entity can provide a single point of contact with whom the Town can liaise. This is a more efficient means of working with the arts and culture community for the Town; it can also ensure those smaller organizations can have some connection with the Town that can often be difficult to get.

This umbrella organization can further assist the various groups through sharing of information and expertise related specifically to arts and culture. The umbrella organization can streamline the communication and marketing processes and bring awareness to issues impacting the collective arts and culture community. This single entity could also lead to an improved capability of these organizations to attract or leverage funding opportunities to the arts and culture sector in the community than can be achieved through numerous smaller organizations.



I think an arts council would help us learn from each other. I've seen similar kinds of organizations help groups work with the municipality and promote to the community.

—Community Stakeholder

MP Goals: 1, 3



Justification:

- ✓ Trends & Issues
- ✓ Plan Review
- ✓ Resident Survey
- ✓ Community Groups / Stakeholders
- ✓ Industry Experience and Knowledge

Implementation Considerations:


These considerations are not necessarily in a sequential order and are not the entirety of all aspects of implementation for the recommendation. Rather they are actions that should be considered by the Town as it works to implement the aforementioned recommendation.

Actions	Implementation Timing Short Term < 12 months (S) Medium Term 1-2 years (M) Long Term >2 years (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resources Small (S) Medium (M) Large (L) No Change (NC)
Identify the different arts and culture organization operating in Strathmore	S	D	NC
Liaise with the organizations to discuss the value of and interest in creating an umbrella organization	S-M	D	S
Set up the structure ensuring appropriate bylaws are in place	M	D	S
Provide municipal support (at least for the formative years) to ensure it is operating well	M	O	S-M



5.2 Programming

Strathmore residents are offered a variety of activities from hockey for athletes of all ages to programming aimed specifically towards seniors; theatre productions, activities showcasing the area’s history and events geared towards bringing the community together all combine to make up the recreation and culture offerings in the area. While the Town directly delivers some of these programs and activities the majority of these opportunities are provided by other organizations in the community. The following recommendations identify actions that the Town can take related to recreation and culture programs and activities.

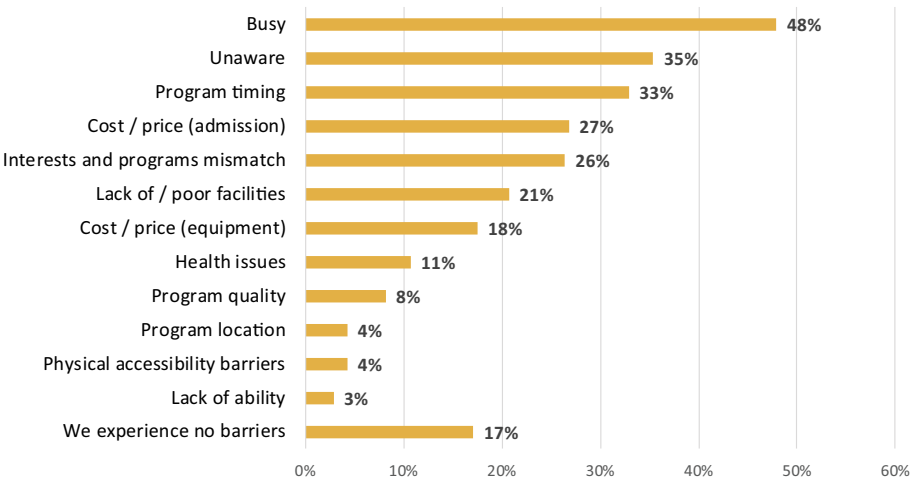


Recommendation 6: Identify and reduce barriers to participation in recreation and culture programs and activities.

Description: Ideally people would experience no barriers impacting their participation in recreation and culture activities. Recreation and culture services are critical services for the Town to provide, or support the provision of, as they are primary contributors to the quality of life of residents in the area. In fact, diversity and inclusion can be enhanced through the reduction of participation barriers. While it would be impossible to address all the barriers that impede people’s participation in activities and events there are some actions that can be taken to mitigate some of those barriers.

Through the resident survey people identified a lack of awareness (35%) and cost / price of admission (33%) as two of the barriers impacting some of the largest proportions of the community. A previously presented recommendation spoke about communications and promotions that could help mitigate a lack of awareness as a barrier. Specific actions could be taken to address the barrier of cost.

Main Barriers Impacting Participation in Rec & Culture Activities



*Graph findings taken from Household Survey

MP Goals: 1, 2, 3, 4



Justification:

- ✓ Trends & Issues
- ✓ Plan Review
- ✓ Resident Survey
- ✓ Community Groups / Stakeholders
- ✓ Industry Experience and Knowledge

It is recommended that the Town investigate the development of a fee reduction program. This type of program can provide a reduced cost of using municipal facilities or registering in Town delivered programming. While there are Jumpstart and KidSport programs available, the Town should look into offering a program for all members of the community who are deterred from participating due to cost.

There are other barriers to participation as well that, while not noted as being significant by large numbers of households, are significant to those impacted. Obviously physical accessibility is an issue that is addressed through facility design and enhancements. Barriers however can include things beyond physical accessibility and cost.

Barriers to participation can also include awareness of activities or events as well as the perceived lack of an open or welcoming environment. Recreation and culture providers (instructors, staff, facilitators etc) must strive to meet the needs of a diverse population and those who are new to the activity, sport or activity.. Staff training in issues surrounding cultural sensitivity and inclusion would be beneficial to creating an atmosphere where differences can be celebrated and respect can be fostered.

Implementation Considerations:

These considerations are not necessarily in a sequential order and are not the entirety of all aspects of implementation for the recommendation. Rather they are actions that should be considered by the Town as it works to implement the aforementioned recommendation.

Actions	Implementation Timing Short Term < 12 months (S) Medium Term 1-2 years (M) Long Term >2 years (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resources Small (S) Medium (M) Large (L) No Change (NC)
Research fee reduction programs in other municipalities.	S	D	NC
Conduct a physical accessibility audit of recreation and culture facilities.	M	D	S-M
Plan and budget for any enhancements to facilities based upon the audit.	M-L	D	S-L
Consider other barriers identified through the research conducted for this Master Plan and develop plans to mitigate them where possible.	S-L	O	NC-M
Engage segments of the community that are underrepresented in recreation and culture activities to better understand the barriers and collaboratively develop strategies to enhance participation.	S-M	O	NC-S





Recommendation 7: Develop a fees and charges policy.

Description: While the 2018 Long Term Financial Plan directly mentions user fees and charges there is a need for the Town to develop its own fees and charges policy. This provides a philosophical basis for fee setting and provides a comprehensive guide to the basis for setting fees. At its heart the fees and charges policy speaks to benefits accrued and how that aligns with payment. For example for those services that benefit the entire community then the entire community pays for that service (through 100% public subsidy). For those services in which all benefits are accrued by the user or participant then 100% of the costs are assumed by the user / participant.

The policy should delineate a standardized and transparent process for setting fees and should differentiate between different groups of users (e.g. youth, adult, not-for-profit) and time of day (e.g. early evening or prime time versus mid-weekday). Facility admission and rental rates should be addressed in this policy as well as program costs. The policy should provide some direction related to cost recovery for programs and should even provide some direction related to what costs should be included in the cost recovery calculation (i.e. for program costs – is the cost for room rental included or simply instructor costs).

Implementation Considerations:

These considerations are not necessarily in a sequential order and are not the entirety of all aspects of implementation for the recommendation. Rather they are actions that should be considered by the Town as it works to implement the aforementioned recommendation.

Actions	Implementation Timing Short Term < 12 months (S) Medium Term 1-2 years (M) Long Term >2 years (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resources Small (S) Medium (M) Large (L) No Change (NC)
Inventory the various fees charged by the Town for recreation and culture services and opportunities.	S	D	NC
Inventory the various processes for setting the fees and various philosophical stances.	S	D	NC
Develop a fees and charges policy.	S-M	D	S*

*The cost to outsource the development of a fees and charges policy is estimated at \$30,000.

“We would love reduced facility rental rates because it would help us attract newcomers to our activity.”

—Community Stakeholder

MP Goals: 1, 4



Justification:

- ✓ Trends & Issues
- ✓ Plan Review
- Resident Survey
- Community Groups / Stakeholders
- ✓ Industry Experience and Knowledge



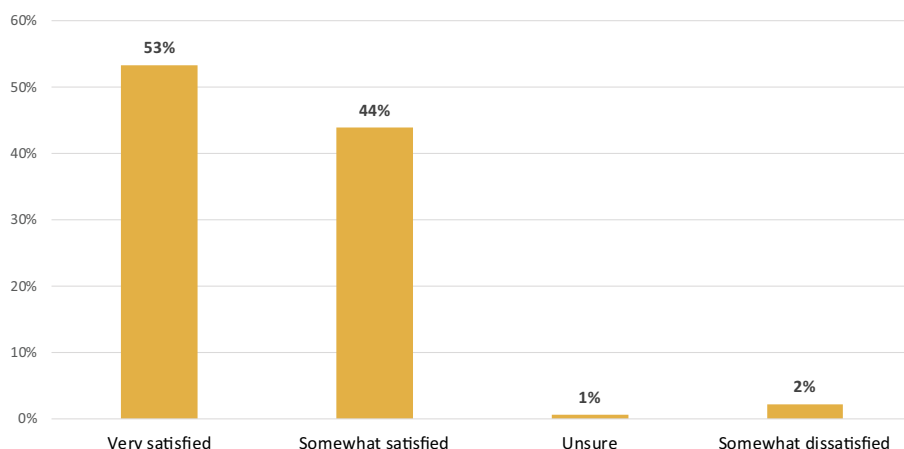
Recommendation 8: Continue to focus on the delivery of community wide events and activities.

Description: Special events and activities are important elements in a community. A sizeable majority of households in the survey (86%) commented that community wide events and festivals are important. These activities help a community develop an identity and help people feel connected to each other and their environment.

Whether it is Heritage Days, the Festival of Lights, Indigenous Peoples Day, Meet Your Neighbours events or a myriad of other ones, these events are important and valuable to have. Almost unanimously (97%) household survey respondents expressed satisfaction with the events they attended.

Ideals of inclusion and a welcoming atmosphere are promoted through events that showcase diversity within a community. Communities can support and promote the Truth and Reconciliation Commission's Calls to Action as they relate to recreation and culture through hosting events that are inclusive and serve to educate and promote awareness.

Satisfaction With Events Attended



*Graph findings taken from Household Survey

MP Goals: 1, 2, 3



Justification:

- ✓ Trends & Issues
- ✓ Plan Review
- ✓ Resident Survey
- ✓ Community Groups / Stakeholders
- ✓ Industry Experience and Knowledge



Implementation Considerations:

These considerations are not necessarily in a sequential order and are not the entirety of all aspects of implementation for the recommendation. Rather they are actions that should be considered by the Town as it works to implement the aforementioned recommendation.

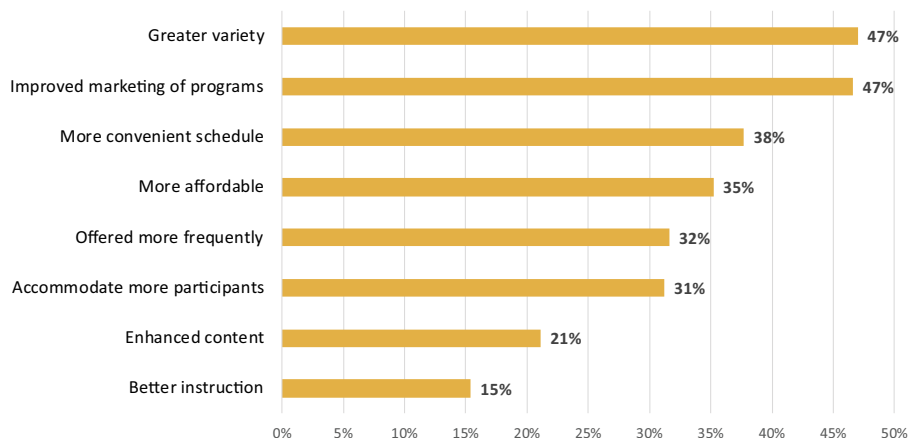
Actions	Implementation Timing Short Term < 12 months (S) Medium Term 1-2 years (M) Long Term >2 years (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resources Small (S) Medium (M) Large (L) No Change (NC)
Evaluate satisfaction of attendees to community events hosted / supported by the Town.	S-L	O	S
Make any necessary changes to the events to address satisfaction comments or to address Town goals.	S-L	O	S-M
Develop a calendar of community events hosted by the Town and others in Strathmore.	S-M	O	NC
Identify any gaps in events offered or any changes required to the calendar of events and fill gaps.	M-L	O	S-M



Recommendation 9: Ensure that programs respond to community needs.

Description: As with special events, programs are ideal means of integrating people into the community and addressing the overall health of individuals. While the Town does not directly deliver the majority of programs in Strathmore it does deliver some and provides the venues for the delivery of many others.

Suggested Improvements to Programming



MP Goals: 1, 2, 4



*Graph findings taken from Household Survey

The Town of Strathmore has a responsibility to fill programming gaps when they are identified and there is a lack of an obvious community group to meet the need. The town can either encourage an existing group to deliver the identified need or it can directly take on the program provision on its own. Depending upon the success of the program the Town can discontinue or continue the program or have another organization take over responsibility for its delivery.

While there are details related to programming that can play a significant role in its success (e.g. timing, specific curriculum, cost, instructor, promotion) there are some general programming themes that should be addressed based on the current market context in 2019. It is important to note that these focus areas may change as the market evolves.

- Programming for youth is needed. While there are great opportunities for youth within the structured programming environment — particularly sports — there is a need for additional programming for youth. This is particularly needed in unstructured recreation programs.
- Additional arts and culture programs should be considered. These can be for youth but also for adults.
- Outdoor programming for all people should be developed. The benefits of being outside is well documented and Strathmore has a plethora of great outdoor space. The benefits of being outdoors can be accrued by more people with the availability of outdoor programming.
- Programs for special needs individuals and groups should be considered, developed and implemented.
- Continued cultural programming should be encouraged and augmented by additional events and activities through which people can learn about the diverse cultures represented in their community.

Justification:

- ✓ Trends & Issues
- ✓ Plan Review
- ✓ Resident Survey
- ✓ Community Groups / Stakeholders
- ✓ Industry Experience and Knowledge

Implementation Considerations:

These considerations are not necessarily in a sequential order and are not the entirety of all aspects of implementation for the recommendation. Rather they are actions that should be considered by the Town as it works to implement the aforementioned recommendation.

Actions	Implementation Timing	Commitment	Incremental Resources
	Short Term < 12 months (S) Medium Term 1-2 years (M) Long Term >2 years (L)	Ongoing (O) Discrete (D)	Small (S) Medium (M) Large (L) No Change (NC)
Develop and monitor an inventory of available recreation and culture programming in Strathmore.	S-M	O	NC
Work with community members or groups to identify interests and priorities.	S-M	O	NC
Assess current programming as to how it addresses the general themes noted.	S-M	O	NC
Identify any gaps in programming.	S-M	O	NC
Develop (or encourage the development) programming to address gaps.	M	O	S
Monitor programming preferences into the future and adjust efforts where necessary.	M	O	S

5.3 Recreation and Culture Infrastructure

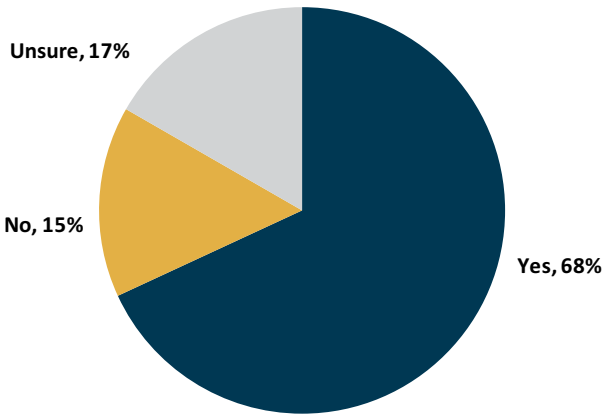
Infrastructure refers to the built outdoor amenities and indoor facilities. This includes outdoor spaces as varied as dog off leash areas, sport fields and outdoor rinks. There are a variety of indoor spaces as well including fitness/wellness areas, gymnasiums, libraries and performance spaces. The recommended actions in this section pertain primarily to decision making frameworks and tools that can be employed when the Town contemplates investing in, partnering for or developing new infrastructure. There are also tools to articulate an appropriate planning process while others identify principles in planning for infrastructure.

The development and operations of recreation infrastructure are typically the most resource intensive and costly initiative. It is important that there are standard approaches to ensure the best decision is made from both a municipal but also resident point of view.



Recommendation 10: Implement a model to determine individual facility / amenity strategies.

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



*Graph findings taken from Household Survey

MP Goals: 1, 2, 4



Justification:

- ✓ Trends & Issues
- ✓ Plan Review
- ✓ Resident Survey
- ✓ Community Groups / Stakeholders
- ✓ Industry Experience and Knowledge

Description: A model is presented herein that determines for each facility / amenity, whether to enhance, maintain or decrease service levels. Each facility / amenity is considered according to several criteria and a score is given. The criteria are based on information collected through the research phase and include:

- General public / household preference
 - » Opinions on future provision and investment is sourced through the household survey findings.
- Community group / stakeholder preference
 - » Opinions on future provision and investment is gathered through findings from the community group survey and the stakeholder interviews and meetings.
- Utilization of existing facilities / amenities
 - » Utilization information gathered from the household survey and any other available data that illustrates capacity issues is used for the scoring.
- Participation trends
 - » Local, provincial and national trends in the provision of facilities are examined for indications of support for investment or demand for particular facilities / amenities.
- Supply in the area
 - » An overview of the inventory of facilities / amenities in the Strathmore area was conducted.
- Supply compared to other communities
 - » Information gathered through the comparable assessment was reviewed for consideration of this criteria.

Each facility and amenity is scored (as illustrated in the model presented in the Appendix) and an average score calculated. Those receiving a score above “3” are noted as “enhance” which is designated as an up arrow (↑). Averages of “1.5” to “2.0” are considered “maintain” which is designated with a horizontal arrow (↔). Finally, those facilities / amenities with an average score below “1.5” are noted as decrease which is designated with a down arrow (↓).

Enhance service does not necessarily mean an increase in the number of facilities / amenities. It can mean enhance the level of service which can be reflected in a refreshed facility or additional or enhanced complementary spaces. **Maintain** service refers to ensuring the same level of service is available. This typically means that investment in the facility occurs for lifecycle maintenance. If the community were to experience growth, a maintenance of service may actually see an increase in the amount or number of space to ensure that the level of service people receive does not drop as spaces become more crowded — for example. **Decrease** service suggests that as significant decisions need to be made relative to a facility / amenity a thorough investigation takes place on whether reinvestment is warranted or whether a repurposing of the facility should be considered.



Implementation Considerations:

INDOOR FACILITIES / AMENITIES	DISPOSITION	STRATEGY
Climbing Walls	↑	<ul style="list-style-type: none"> • Include / explore the development of this space in the Strathmore Motor Products Sports Centre in partnership with Golden Hills School Division and Wheatland County
Fitness / Wellness Facilities	↑	<ul style="list-style-type: none"> • Explore the potential development of this space in the Strathmore Motor Products Sports Centre in partnership with Golden Hills School Division and Wheatland county • Consideration for the development of this space in the Strathmore Civic Centre should be undertaken as a complement to the Aquatic Centre and in concert with Golden Hills School Division
Performing Arts Theatres	↑	<ul style="list-style-type: none"> • Explore the interest of potential partners in the development of a purpose built performing arts theatre (250 seats); • Conduct feasibility analysis for this space describing the amenities to include, potential utilization, estimated capital and operating costs • Explore greater access to the 170 seat theatre in the Strathmore High School as part of the discussion related to the joint use agreement
Art Display Spaces / Galleries	↑	<ul style="list-style-type: none"> • Look for opportunities to integrate this function into existing facilities
Sport Court Spaces	↑	<ul style="list-style-type: none"> • Consider the inclusion of sport court spaces as significant enhancements are made to existing facilities or new facilities are being planned
Indoor Child Play Spaces	↑	<ul style="list-style-type: none"> • Consider the inclusion of indoor child play spaces as significant enhancements are made to existing facilities or new facilities are being planned; ideally this would accompany the development of a fitness / wellness facility • Consider the short term solution of including this in the Strathmore Motor Product Sports Centre
Show / Event Facilities	↑	<ul style="list-style-type: none"> • This aligns in part with the performing arts theatre • Consider any enhancements to the Strathmore Civic Centre that would better allow that space to host shows / events
Ice Arena Sport Facilities	↑	<ul style="list-style-type: none"> • Initiate feasibility planning for a new ice sheet <ul style="list-style-type: none"> » This would determine size, amenities, utilization, capital and operating estimates
Art Studio / Creative Spaces	↑	<ul style="list-style-type: none"> • Include in any planning for future facilities or significant enhancements to existing spaces (including the new municipal building) • Initiate feasibility planning for this space should partners in the community come forward
Library	↔	<ul style="list-style-type: none"> • Maintain municipal investment and ensure service to the community is maintained

INDOOR FACILITIES / AMENITIES (cont.)	DISPOSITION	STRATEGY
Program / Multi-Use Spaces	↔	<ul style="list-style-type: none"> • Ensure continued access to existing spaces is maintained • Include as a consideration in any feasibility studies for new facilities
Indoor Sports Fields	↔	<ul style="list-style-type: none"> • Maintain as per asset management protocols
Leisure Swimming Pools	↔	<ul style="list-style-type: none"> • Maintain as per asset management protocols
Gymnasiums	↔	<ul style="list-style-type: none"> • Maintain as per asset management protocols (ie: Strathmore Motor Products Sports Centre and Civic Centre) • Discuss greater community access when revisiting the joint use agreement
Ag Facilities	↔	<ul style="list-style-type: none"> • No change in municipal investment related to service levels
Community Group Office Space	↔	<ul style="list-style-type: none"> • Maintain current approach to community office space • Include in any feasibility studies for new facilities
Multi-Purpose Sport Surfaces	↔	<ul style="list-style-type: none"> • Maintain as per asset management protocols (ie: Strathmore Motor Products Sports Centre)
Public Art	↔	<ul style="list-style-type: none"> • Maintain current approach to the provision of public art • Accept entries from community partners
Social / Banquet Facilities	↔	<ul style="list-style-type: none"> • No change in municipal investment required • Maintain Civic Centre as per asset management protocols
Combative Sport Spaces	↔	<ul style="list-style-type: none"> • No change in municipal investment related to service levels
Curling Facilities	↔	<ul style="list-style-type: none"> • No change in municipal investment related to service levels • As per the 2018 wsp Condition Assessment, the preventative maintenance actions should be taken in partnership with the Curling Club
Dance Program Spaces	↔	<ul style="list-style-type: none"> • No change in municipal investment related to service levels
Leisure Ice Skating Surfaces	↔	<ul style="list-style-type: none"> • No change in municipal investment related to service levels • Planning for a dedicated leisure ice surface should be included in the ice arena feasibility
Lane Swimming Pools	↔	<ul style="list-style-type: none"> • Maintain aquatic facility as per asset management protocols
Museums	↔	<ul style="list-style-type: none"> • No change in municipal investment related to service levels
Dedicated Seniors Activity Spaces	↓	<ul style="list-style-type: none"> • No change in municipal investment in the space • Maintain as per asset management protocols
Dedicated Youth Centre Spaces	↓	<ul style="list-style-type: none"> • No change in municipal investment in the Hub • Maintain as per asset management protocols
Rifle / Archery Ranges	↓	<ul style="list-style-type: none"> • No change in municipal investment
Tracks for Fitness / Jogging / Walking	↓	<ul style="list-style-type: none"> • Maintain as part of asset management protocols in the Strathmore Motor Products Sports Centre
Meeting Spaces	↓	<ul style="list-style-type: none"> • No change in municipal investment • Include in feasibility planning considerations for new facilities

Implementation Considerations:

OUTDOOR FACILITIES / AMENITIES	DISPOSITION	STRATEGY
Support Amenities	↑	<ul style="list-style-type: none"> Develop a specific approach to identify specific amenities and specific sites / locations. Amenities should support parks, sportsfields, diamonds and trails
Outdoor Swimming Pools	↑	<ul style="list-style-type: none"> Maintain current approach
BMX Bicycle Parks	↑	<ul style="list-style-type: none"> Solicit partners in the community to champion this project Assist in the formation of a community organization to lead the planning
Campgrounds with Services	↑	<ul style="list-style-type: none"> Maintain current levels of investment in camping Share information gathered through this study with campground operators
Public Art	↑	<ul style="list-style-type: none"> Look for community members to become involved in a public art committee; committee can consider grant opportunities and sponsorship to develop additional public art
Pickleball Courts	↑	<ul style="list-style-type: none"> Conduct feasibility study related to the development of pickleball courts
Beach Volleyball Courts	↔	<ul style="list-style-type: none"> No change in municipal investment
Mountain Bike Parks	↔	<ul style="list-style-type: none"> No change in municipal investment
Outdoor Water / Spray Parks	↔	<ul style="list-style-type: none"> No change in municipal investment Ensure asset management protocols are followed
Playgrounds and Tot Lots	↔	<ul style="list-style-type: none"> No change in municipal investment Ensure asset management protocols are maintained
Dog Off-Leash Areas	↔	<ul style="list-style-type: none"> No change in municipal investment Ensure asset management protocols are maintained
Event Grounds for Special Events	↔	<ul style="list-style-type: none"> No change in municipal investment Ensure asset management protocols are maintained
Hard Surface Courts	↔	<ul style="list-style-type: none"> No change in municipal investment Ensure asset management protocols are maintained
Recreational Skating Rinks (non boarded)	↔	<ul style="list-style-type: none"> No change in municipal investment Ensure asset management protocols are maintained
Outdoor Bandstands / Amphitheatres	↔	<ul style="list-style-type: none"> No change in municipal investment Ensure asset management protocols are maintained
Ball Diamonds	↔	<ul style="list-style-type: none"> Work with local groups to ensure appropriate standards of care are being achieved Ensure lifecycle maintenance continues
Golf Courses	↔	<ul style="list-style-type: none"> No change in municipal investment Ensure asset management protocols are maintained
Outdoor Boarded Hockey Rinks	↔	<ul style="list-style-type: none"> No change in municipal investment Ensure asset management protocols are maintained No change in municipal investment
Ag Areas	↔	<ul style="list-style-type: none"> No change in municipal investment
Disc Golf Courses	↔	<ul style="list-style-type: none"> No change in municipal investment

OUTDOOR FACILITIES / AMENITIES (cont)	DISPOSITION	STRATEGY
Rugby Fields	↔	• No change in municipal investment
Skateboard Parks	↓	• Maintain as per asset management protocols
Soccer Fields	↓	• Maintain as per asset management protocols
Football Fields	↓	• No change in municipal investment
Athletic Grounds	↓	• No change in municipal investment
Tennis Courts	↓	• No change in municipal investment



Recommendation 11: Utilize a project / amenity prioritization framework when contemplating projects that are competing for municipal support.

Description: The Town does not have unlimited resources and cannot meet every demand. As such it is important to prioritize the various facility / amenity projects (potential). Prioritization does not necessarily mean that one project has more value than another but rather that through an assessment, one project should take precedence over another. A framework is presented herein to describe the criteria utilized to rank one project. Six of the criteria are those used in the Demand Analysis, the other 5 criteria have been added new to this framework. Aside from considering all eleven criterion, weights have been assigned to each as a reflection of its importance. Each facility / amenity receives a score for each criteria which is then multiplied by the weight. All scores are then added and then rank ordered from high to low score – this indicates the priority (see Appendix for scores).

The five new prioritization criteria (considered in addition to the demand indicators presented earlier) include the following.

- Community accessibility
 - » The ability of all members of the community to access the facility / amenity without being impeded by factors such as cost or exclusivity.
- Social inclusion
 - » The ability of a facility / amenity to have a significant positive impact on the ability of all members of the community to take part in activities. The ability of the facility to encourage and welcome participation from all segments of the segments of the community including those from a wide variety of ethnicities and cultural backgrounds. It is also imperative to find ways to include persons with disabilities by making spaces and programs as accessible as possible.
- Operational financial impacts
 - » Overall net cost impact of providing the facility / amenity including all operational and ongoing capital cost (e.g. lifecycle costs, replacement costs).
- Partnership opportunity
 - » The ability for the Town to reduce public investment in a facility / amenity through capital and / or operational cost sharing.
- Expected economic impact
 - » Level of economic impact measured by direct injection into the local economy as well as the impact on overall brand and image of the community.

“We may not always get what we want but it would be nice to understand how the Town makes its decisions.”

—Community Stakeholder

MP Goals: 1, 2, 3, 4



Justification:

- ✓ Trends & Issues
- ✓ Plan Review
- ✓ Resident Survey
- ✓ Community Groups / Stakeholders
- ✓ Industry Experience and Knowledge

Implementation Considerations:

Only those facilities / amenities that were identified in the previously presented Demand Indicators as “enhanced” were put through the prioritization framework. The ranking indicates the relative position. These priorities and the service level strategies outlined previously will guide public investment in recreation and culture in the Town in the short to mid-term. It is important to note that as new information becomes available and as market conditions change the model should be revisited.

	RANK
Performing Arts Theatres	1*
Ice Arena Sport Facilities	2*
Show / Event Facilities	2
Climbing Walls (indoor)	4
Fitness / Wellness Facilities	4
Art Display Spaces / Galleries	6
Support Amenities	6
Public Art (outdoor)	8
Indoor Child Play Spaces	9
Outdoor Swimming Pools	9
Pickleball Courts (outdoor)	9
BMX Bicycle Parks	12
Campgrounds with Services	13
Sport Court Spaces	14
Fine Art Spaces	15
Art Studio / Creative Spaces	16

*The costs to outsource the development of a feasibility study is estimated at \$40,000 per study.

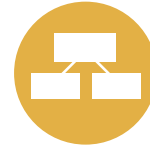




Recommendation 12: When considering the development of facilities, follow a defined project development framework.

Description: Before building new infrastructure, it is important to conduct thorough analysis and have a complete sense of the needs and the costs that the new space will require among other impacts. In order for the Town to make an informed decision on whether to proceed with a given project or not, the following topics should be researched to ensure that proper due diligence was performed.

MP Goals: 1, 4



Stage 1: Needs Assessment

- Alignment with Town and Master Plan vision and principles.
- Determine condition and functionality of existing spaces.
- Understand the utilization levels of existing spaces.
- Examine the demographics and growth of the Town and region.
- Research participation trends of the activities that the facility / amenity will accommodate.
- Conduct public and stakeholder consultation.
- Look for partnership opportunities.



Stage 2: Feasibility Analysis

- Identify potential facility components that warrant public investment.
- Prioritize potential facility components that warrant public investment.
- Prepare design concepts to address priorities and consider the development of new facilities, redevelopment or retrofitting of existing facilities or expanding of existing facilities.
- Prepare capital cost estimates.
- Prepare operational cost estimates.
- Present possible funding and operating models (including potential partnerships with other municipalities, schools, non-profits and public sector organizations at a local, regional and provincial level).
- Outline recommended course(s) of action.



Stage 3: Design and Development

- Should a decision be made to move forward, further development and operational planning must occur prior to the facility being constructed.
- Determine a preferred site considering adjacencies and other synergies.
- Detailed design of the facility, including universal and accessible design principles.
- Financial modeling related to capital and operating costs including grants application and sponsorship solicitation.
- Finalize the operating model.
- Construct the facility.

Justification:

- ✓ Trends & Issues
- ✓ Plan Review
- ✓ Resident Survey
- ✓ Community Groups / Stakeholders
- ✓ Industry Experience and Knowledge

Implementation Considerations:

These considerations are not necessarily in a sequential order and are not the entirety of all aspects of implementation for the recommendation. Rather they are actions that should be considered by the Town as it works to implement the aforementioned recommendation.

Actions	Implementation Timing	Commitment	Incremental Resources
	Short Term < 12 months (S) Medium Term 1-2 years (M) Long Term >2 years (L)	Ongoing (O) Discrete (D)	Small (S) Medium (M) Large (L) No Change (NC)
Implement the above process when consider the development of new facilities / amenities.	S	O	S-M



Recommendation 13: When making decisions about locating any new recreation or culture facilities ensure the following issues are considered.

Description: There are many different considerations related to the location of new recreation and culture facilities. There needs to be purpose to where anything new is constructed; most obvious being the availability of space. The 2010 Quality of Life Master Plan identified several potential sites for recreation development. As well the Municipal Development Plan – Bylaw No. 14-03 identifies a potential site for open space / recreational / institutional use in the south east portion of Strathmore.

As development occurs in Strathmore, the Town must ensure it acquires or retains land to accommodate facility/amenity development in new areas. While the funding of this purchase can occur through a variety of methods (including cash in lieu rather than accepting the land through new development) the modernized Municipal Government Act allows for off-site levies to fund recreation.

Unless the intent is to develop a new site or campus for recreation and culture facility construction, the ideal siting consideration is to develop where there are existing complementary facilities. These campuses concentrate activities that can take advantage of existing facilities / amenities, maximize existing parking and other amenities, utilize the existing utility services and can facilitate cross promotion of activities as people can get exposed to other spaces and activities when visiting the site for a specific purpose. Depending upon the facilities / amenities onsite there can be some synergies from an operational standpoint – staffing, equipment and supplies, and other cost areas may see some benefits from this co-location.

Siting of facilities follows the World Health Organization's Healthy Cities approach (www.who.int). Through the World Health Organization's Healthy Cities approach, a Healthy City aims to achieve a good quality of life. It does this through the creation and improvement of physical and social environments which enable people to support each other, perform all functions of life and develop to their maximum potential. While there are many other aspects that are encompassed in the WHO's approach, certainly the siting of facilities plays a part in creating a more healthy community.

MP Goals: 1, 4



Justification:

- ✓ Trends & Issues
- ✓ Plan Review
- Resident Survey
- Community Groups / Stakeholders
- ✓ Industry Experience and Knowledge

When considering the siting for any new facilities the potential sites should be evaluated to determine the optimal one. The following criterion should be reviewed to adjudicate multiple sites and identify the preferred site. The final site selection will form an element of detailed project planning. (Note: the sites being considered may be green field, brown field or sites with existing facilities.)

- Expansion capability: the degree to which the site can accommodate expansion to existing facilities or the addition of new facilities.
- Land use: the degree to which the facility will integrate with adjacent land uses and current zoning.
- Regional partner appeal: the attractiveness of the site for regional partners.
- Parking and traffic impacts: the degree to which the site and the adjacent neighbourhoods can accommodate increased traffic and parking.
- Active transportation corridors: the degree to which the site supports access through non-motorized transportation.
- Proximity to other recreation / culture facilities / amenities: the availability of other recreation and culture facilities on or near the site.
- Proximity to schools: the location of the site related to schools.
- Proximity to complementary services: the proximity of the site to businesses, accommodations, health facilities.

Implementation Considerations:

These considerations are not necessarily in a sequential order and are not the entirety of all aspects of implementation for the recommendation. Rather they are actions that should be considered by the Town as it works to implement the aforementioned recommendation.

Actions	Implementation Timing Short Term < 12 months (S) Medium Term 1-2 years (M) Long Term >2 years (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resources Small (S) Medium (M) Large (L) No Change (NC)
Identify / inventory all potential sites for recreation and culture facility development	S	D	NC
Rate each of the sites according to the above criteria	S	D	NC





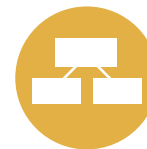
Recommendation 14: Implement an asset management and facility condition index approach.

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

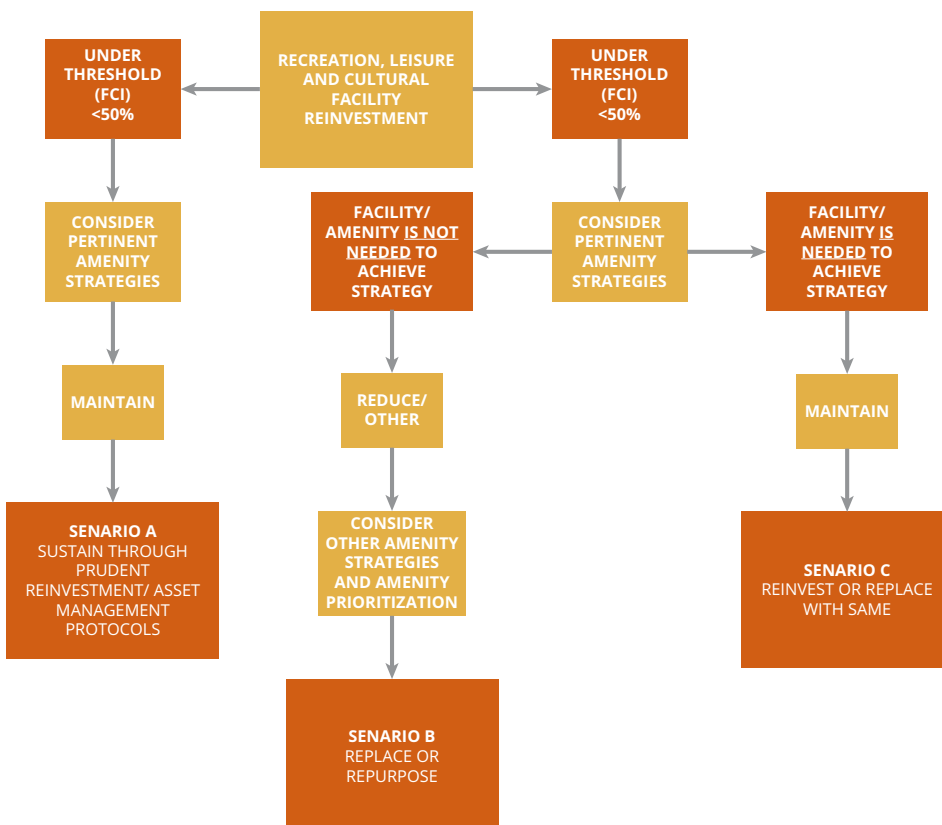
The first has to do with reinvestment rates related to proper life cycle planning and budgeting. The 2016 Infrastructure Report Card suggests a reinvestment rate of between 1.7% and 2.5% of replacement value for recreation and culture facilities. The second has to do with how modern recreation and culture facilities and spaces age. As recreation and culture facilities age not only do they require structural, mechanical, electrical and envelop investment, they also are at risk of losing relevance and not meeting user expectations and/or activity requirements. As such, the functional relevance of recreation and culture spaces needs to be included and life cycle investment might also need to include program improvements in some cases in order to get the most benefit out of existing spaces.

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

MP Goals: 1, 4



FCI Based Reinvestment, Repurposing or Decommissioning



Justification:

- ✓ Trends & Issues
- ✓ Plan Review
- ✓ Resident Survey
- ✓ Community Groups / Stakeholders
- ✓ Industry Experience and Knowledge

Implementation Considerations:

These considerations are not necessarily in a sequential order and are not the entirety of all aspects of implementation for the recommendation. Rather they are actions that should be considered by the Town as it works to implement the aforementioned recommendation.

Actions	Implementation Timing Short Term < 12 months (S) Medium Term 1-2 years (M) Long Term >2 years (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resources Small (S) Medium (M) Large (L) No Change (NC)
Continue to contribute to the Infrastructure Reinvestment Reserve (as mentioned in the 2018 Long Term Financial Plan) but tie it to replacement values of recreation and culture infrastructure.	S-M	O	M-L
Continue to perform life cycle maintenance of facilities.	S-M	O	S-L
Ensure facility assessments are undertaken for all recreation and culture facilities. Assess functional relevance as well.	S-M	O	S-M
Implement the FCI approach to infrastructure.	S	O	NC

5.4 Data Collection

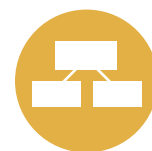
The importance of utilizing data to make decisions encompasses service delivery, programming and infrastructure. Decisions are made in each area and good decisions are supported by the collection and interpretation of data. Because of this broad importance of data collection it is presented as its own category.



Recommendation 15: Implement an ongoing process for data collection to inform decision making and performance measurement.

Description: To effectively manage the Town's contribution to recreation and culture service delivery – from direct provision of facilities and programs to support for community efforts – it is critical to have the appropriate data. While the axiom of “not everything that counts can be counted and not everything that can be counted counts” is true, this is not meant to discourage data collection. Rather, it points to the need to determine what is important to understand. Once there is agreement about what is important, the next steps are to determine what data is needed, what the sources of this data will be and how the information will be collected.

MP Goals: 2, 4



Information related to utilization, for instance, is important. While people may suggest that they know what these figures are having a system to collect this information appropriately and cost effectively is important. Utilization information can be used by the Town and County to discuss cost sharing for example. It can be used to make decisions about capital investment in a facility and can be used when decisions are made about the offering of programs.

Implicit to evidence informed decision making is the need to gather data about things that matter. While it can be simple to start collecting a myriad of data, a more strategic approach should be taken to determine what decisions need to be made, what data will support those decisions and how the data will be collected. A strategic level logic model based on the Master Plan, and a focused measurement approach, will help guide these types of decisions. Realistic limitations need to be overlaid on this planning for data collection to ensure that the efforts required to gather the data do not add unreasonable burden to Town staff, community based organizations or participating residents. As a starting point, utilization data is probably the simplest data to collect and can address the most immediate decision making needs.

Justification:

- ✓ Trends & Issues
- ✓ Plan Review
- ✓ Resident Survey
- ✓ Community Groups / Stakeholders
- ✓ Industry Experience and Knowledge

Implementation Considerations:

These considerations are not necessarily in a sequential order and are not the entirety of all aspects of implementation for the recommendation. Rather they are actions that should be considered by the Town as it works to implement the aforementioned recommendation.

Actions	Implementation Timing Short Term < 12 months (S) Medium Term 1-2 years (M) Long Term >2 years (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resources Small (S) Medium (M) Large (L) No Change (NC)
Identify decisions that are made to effectively manage recreation and culture provision and support.	S-M	O	NC
Identify data related to recreation and cultural provision that is currently collected.	S-M	O	S-L
Identify gaps in necessary data.	S-M	O	NC
Develop mechanisms and systems to collect the necessary data.	M	O	S-M*
Collect the data.	M	O	S-M*
Analyze and interpret data to inform decision making.	M	O	S-M

*The costs to outsource the data collection systems and collect the data is estimated at \$20,000 - \$40,000.

Section 6

Recommendation Summary



The fifteen recommendations are noted in the following table along with their alignment with the goals of the Framework for Recreation in Canada 2015: Pathways to Wellbeing. Additionally the table notes which recommendations support Council's 2018 Strategic Plan



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.

Recommendations	Active Living	Inclusion and Access	Connecting People and Nature	Supportive Environments	Recreation Capacity	Council 2018 Strategic Plan
1: Continue to develop new partnerships and enhance existing partnerships in the provision of recreation and culture services.	✓	✓		✓	✓	✓
2: Develop a centralized booking process for facilities.		✓	✓	✓		
3: Enhance communication efforts related to recreation and culture opportunities and benefits.	✓	✓	✓			✓
4: Strengthen capacity by providing support to non-profit/partner organizations.		✓			✓	✓
5: Assist in the development of an umbrella organization for the arts and culture community.		✓			✓	✓
6: Identify and reduce barriers to participation in recreation and culture programs and activities.	✓	✓	✓	✓		
7: Develop a fees and charges policy.		✓		✓	✓	✓
8: Continue to focus on the delivery of community wide events and activities.	✓	✓	✓	✓		
9: Ensure that programs respond to community needs.	✓	✓	✓			
10: Implement a model to determine individual facility / amenity strategies.	✓	✓		✓	✓	✓
11: Utilize a project / amenity prioritization framework when contemplating projects that are competing for municipal support.		✓		✓	✓	✓
12: When considering the development of facilities, follow a defined project development framework.		✓		✓	✓	✓
13: When making decisions about locating any new recreation or culture facilities ensure the following issues are considered.		✓		✓	✓	
14: Implement an asset management and facility condition index approach.				✓	✓	✓
15: Implement an ongoing process for data collection to inform decision making and performance measurement.	✓				✓	✓

Section 7

Considerations for Evaluation of the Master Plan



Strathmore is interested in understanding the benefits its investments in recreation and culture make to citizens' lives. Monitoring and evaluation strategies are ways to generate credible information about recreation and culture to inform strategic decision making.

There are several 'steps' in the development of a monitoring and evaluation strategy, but critical starting points are clarity about change processes and intentionality in measurement. In other words, understanding what actions contribute to individual and community changes, and knowing how to gather trustworthy information about the changes.

A logic model provides the foundation for clarity and intentionality. It shows the relationships between activities, such as programs and services, and their impact on individuals and communities. Also known as an 'impact pathway', the elements and relationships portrayed in a logic model guide the development of measures and information collecting tools.

The Master Plan Logic Model

To support the Town's movement towards monitoring and evaluation in the Community Services department, a logic model of the Master Plan was developed (see Appendix). This single page image outlines the contribution that the Master Plan Recommendations will make to the overall goals and ultimately the quality of life in Strathmore. Drawn directly from the Master Plan, the broadly stated Recommendations enable flexible operationalization.

Grounded in the principles, the logic model has three levels of impact: Programs and services, collaboration and capacity building, and systematic use of information. Symbols show how the Recommendations contribute to results both within and across the levels of the impact pathways.

For example, implementing ongoing data collection about programs, services and infrastructure (systematic use of information) will lead to clarity about implementation, impacts and remaining gaps (immediate result). This clarity will contribute along the remaining systematic use of information pathway, but the recommendation also supports efforts to ensure programs respond to community needs (programs and services), thus strengthening clarity about community priorities (immediate result). Again, symbols on the results in the impact pathways indicate the inter-relationships.

The Next Steps

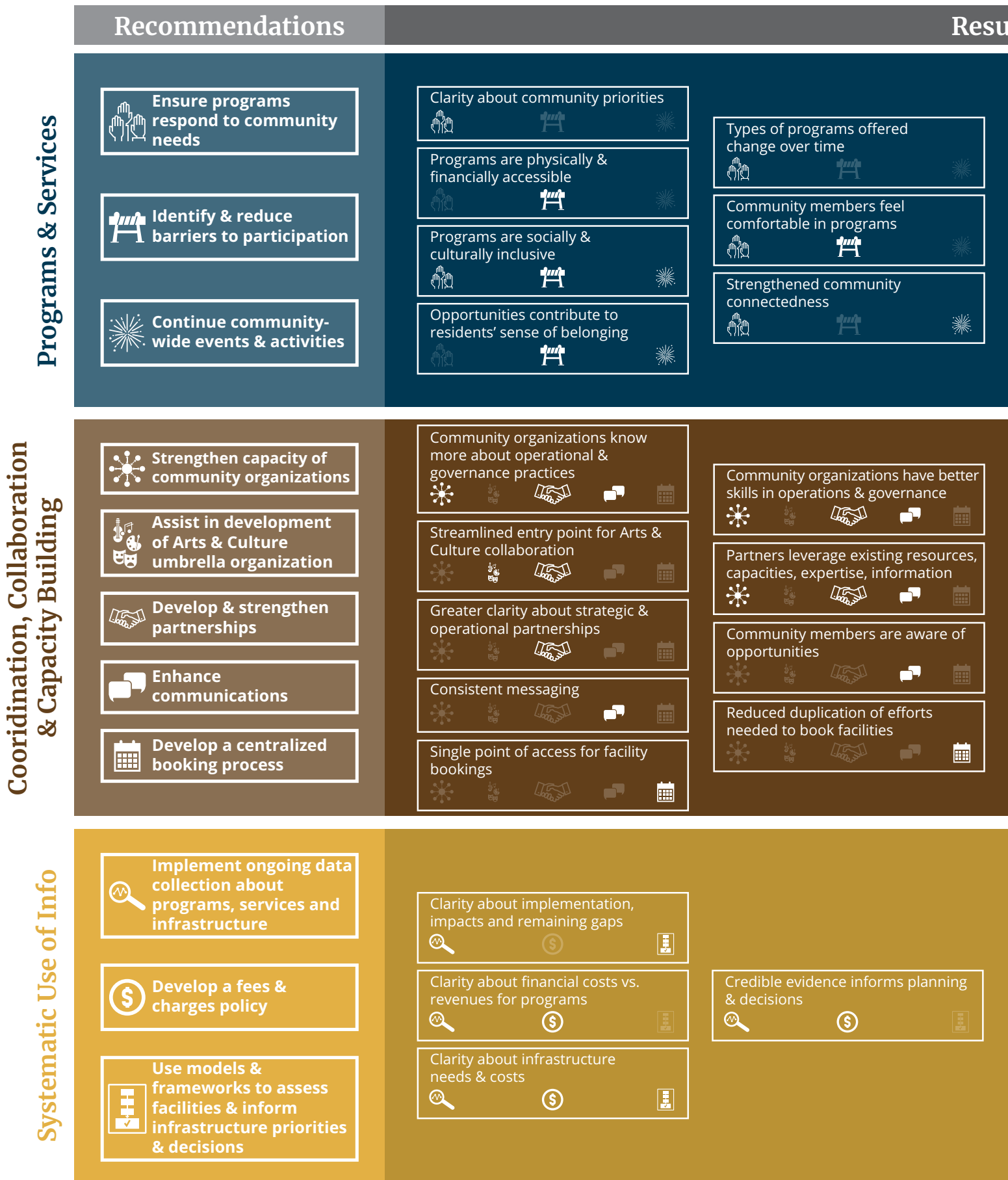
A logic model, however, is just the beginning. The next step is for the Town to develop a monitoring and evaluation plan that organizes the measurement approaches. This type of plan specifies aspects such as:

- Characteristics of the results, also known as indicators.
- How information will be collected, such as through administrative data sources, surveys or interviews.
- How often to collect the information.
- Who will collect the information.

After ensuring the monitoring and evaluation plan is ethically sound, the Town can set priorities for where to focus its initial measurement efforts.



Master Plan Logic Model



Responsive to Change

Connect with Nature

Social Interaction

Community members have positive experiences in programs & opportunities

Strengthened community identity

Viable community organizations

Partnerships are mutually beneficial

Community members are aware of the benefits of participating in programs & services

Increased clarity about availability and use of facilities

Improved delivery of programs & services

Community members are aware of the benefits of investing

Streamlined access to facilities

Programs & services align with community priorities

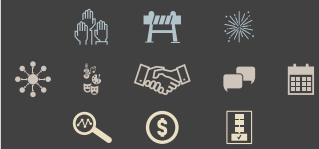
Municipal investments maintain relevance of infrastructure

Transparent municipal decision making processes

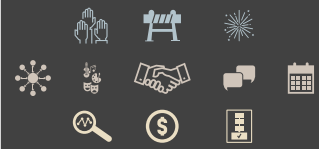
Programs & infrastructure continue to meet community expectations

Continued public confidence in municipal decisions

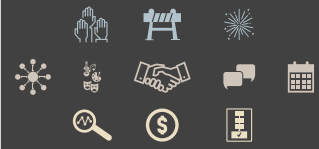
RESIDENTS PARTICIPATE IN A VARIETY OF OPPORTUNITIES



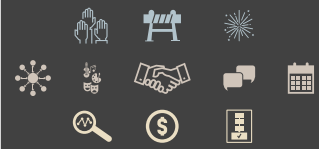
RESIDENTS LEAD HEALTHY LIFESTYLES



COMMUNITIES ARE STRONG & CARING



EVIDENCE-INFORMED DECISION MAKING SUPPORTS ALL ACTIONS



Ultimate Goal: Recreation & Culture Contribute to Quality of Life in Strathmore

Amenity Strategies Model

Criteria	Strategic Action		
	Enhance Level of Service (3)	Maintain Level of Service (2)	Decrease Level of Service (1)
General Public / Household Preference	Top quarter of household survey amenity priorities	Middle half priorities as identified in household survey	Bottom quarter in the household survey, not selected, or not in scope
Community Group / Stakeholder Preference	Strong (wide spread) indications of support from the majority of user groups and stakeholders	Moderate indications of support from user groups and stakeholders	Little to no indications of support from user groups and stakeholders
Utilization of Existing Amenities	Utilized by more than 50% of households (resident survey) or data demonstrating high demand	Utilized by 20% to 50% of households (resident survey)	Utilized by less than 20% of households (If no data available no score is recorded)
Participation Trends	Is strongly supported by trends	Is moderately supported by trends	Is somewhat supported by trends
Supply in the Area	Adds a completely new recreation opportunity in the area	Would significantly improve existing recreation / culture opportunities in the area	Adds little or nothing new for opportunities in the area
Supply Compared to Other Communities	The facility / amenity is provided in the other communities but not in the Strathmore area	The facility / amenity is provided in the Strathmore area but at a lower rate of provision than in other communities	The facility / amenity is provided at a similar or better rate in Strathmore compared to the other communities



Demand Indicator Model Scoring — Indoor

	General Public / Household Preference	Community Group / Stakeholder Preference	Utilization of Existing Amenities	Participation Trends	Supply in the Area	Supply Compared to Other Communities	AVERAGE	DISPOSITION
Ag Facilities	1	2		1	3		1.75	↔
Art Display Spaces / Galleries	2	3		3	2		2.50	↑
Art Studio / Creative Spaces	2	2		2	3	2	2.20	↑
Climbing Walls	3	3		2	2	3	2.60	↑
Combative Sport Spaces	1	1		1	3		1.50	↔
Community Group Office Space	1	3		1	2		1.75	↔
Sport Court Spaces	2	3		2	3		2.50	↑
Curling Facilities	1	2	2	1	1	2	1.50	↔
Dance Program Spaces	2	1		1	2		1.50	↔
Dedicated Seniors Activity Spaces	2	2		1	1	1	1.40	↓
Dedicated Youth Centre Spaces	2	2		1	1	1	1.40	↓
Fitness / Wellness Facilities	3	3		2	2	3	2.60	↑
Gymnasiums	2	2		3	1	1	1.80	↔
Ice Arena Sport Facilities	3	3	3	1	2	2	2.33	↑
Leisure Ice Skating Surfaces	2	1		1	2		1.50	↔
Indoor Child Play Spaces	3	2		2	3	2	2.40	↑
Indoor Sports Fields	2	2	2	3	1	1	1.83	↔
Lane Swimming Pools	2	1	3	1	1	1	1.50	↔
Leisure Swimming Pools	3	1	3	2	1	1	1.83	↔
Library	2	2	3	2	1		2.00	↔
Meeting Spaces	1	2		1	1		1.25	↓
Multi-Purpose Sport Surfaces	2	2		2	1		1.75	↔
Museums	2	2		1	1		1.50	↔
Performing Arts Theatres	3	3		2	3	2	2.60	↑
Program / Multi-Use Spaces	2	2		3	1		2.00	↔
Public Art	2	1		2	2		1.75	↔
Rifle / Archery Ranges	3	1		1	1	1	1.40	↓
Show / Event Facilities	3	3	3	2	1		2.40	↑
Social / Banquet Facilities	1	1	3	2	1		1.60	↔
Tracks for Fitness / Jogging / Walking	2	2		1	1	1	1.40	↓

Demand Indicator Model Scoring — Outdoor

	General Public / Household Preference	Community Group / Stakeholder Preference	Utilization of Existing Amenities	Participation Trends	Supply in the Area	Supply Compared to Other Communities	AVERAGE	DISPOSITION
Ag Areas	2	2		1	1		1.50	↔
Athletic Grounds	2	1		1	1	1	1.20	↓
Ball Diamonds	2	2	2	1	1		1.60	↔
Beach Volleyball Courts	2	2		1	3		2.00	↔
BMX Bicycle Parks	2	3		1	3		2.25	↑
Campgrounds with Services	3	2		1	3		2.25	↑
Disc Golf Courses	1	2	2	2	1	1	1.50	↔
Dog Off-Leash Areas	3	2	2	2	1	1	1.83	↔
Event Grounds for Special Events	2	2		2	1		1.75	↔
Football Fields	1	2		1	1		1.25	↓
Golf Courses	2	2	2	1	1		1.60	↔
Hard Surface Courts	1	2		2	2		1.75	↔
Mountain Bike Parks	2	2		1	3	2	2.00	↔
Outdoor Bandstands / Amphitheatres	1	2	3	2	1	1	1.67	↔
Outdoor Boarded Hockey Rinks	2	2	2	1	1		1.60	↔
Outdoor Swimming Pools	3	3		1	3	2	2.40	↑
Outdoor Water / Spray Parks	3	2	2	2	2	1	2.00	↔
Pickleball Courts	2	2		1	3	3	2.20	↑
Playgrounds and Tot Lots	2	2	3	2	1		2.00	↔
Public Art	2	3		2	2		2.25	↑
Recreational Skating Rinks (non boarded)	2	1		2	2		1.75	↔
Rugby Fields	1	1		1	3		1.50	↔
Skateboard Parks	1	2	1	2	1	1	1.33	↓
Soccer Fields	1	1	2	1	1	2	1.33	↓
Support Amenities	3	3		2	2		2.50	↑
Tennis Courts	1	1	1	1	1	2	1.17	↓

Prioritization Model

Criteria	Metric				Weight
	3 points	2 points	1 point	0 points	
General Public / Household Preference	Top quarter of household survey amenity priorities (within indoor and outdoor lists)	Ranked in the middle half of in the household survey priorities	Ranked in the bottom quarter but must have been selected at least once according to the household survey	Not selected in the household survey, or not in scope	5
Organized User Group / Stakeholder Preference	Strong (wide spread) indications of support from the majority of user groups and stakeholders	Moderate indications of support from user groups and stakeholders	Indications of support from a few user groups / stakeholders	No indications of support from user groups / stakeholders	5
Utilization of Existing Amenities	Utilized by more than 50% of households (resident survey) or data demonstrating unmet demand	Utilized by 20% to 50% of households (resident survey)	Utilized by less than 20% of households	No utilization data available	4
Community Accessibility	The amenity through its combination of programs / rentals / user fees is accessible to all residents	The amenity through its combination of programs / rentals / user fees is accessible to most residents	The amenity through its combination of programs/ rentals / user fees is accessible to some residents	The amenity through its combination of programs / rentals / user fees is accessible to very few residents	4
Supply in the Area	Adds a completely new recreation opportunity in the area	Would significantly improve existing recreation / culture opportunities in the area	Would improve to some degree existing recreation / culture opportunities in the area	Adds nothing new for opportunities in the area.	3
Social Inclusion	The design and operations of the amenity contributes highly to social inclusion	The design and operations of the amenity contributes somewhat to social inclusion	The design and operations of the amenity contributes minimally to social inclusion	The design and operations of the amenity is not inclusive	3
Operational Financial Impacts	Net positive financial impact	Net even financial impact	Minimal operational subsidy required	Sizeable operational subsidy required	3
Partnership Opportunity	Partnership opportunities exist in the development and operation of the facility to significantly mitigate the financial impact to the Town	Partnership opportunities exist in the development and operation of the facility to mitigate the financial impact to the Town	Partnership opportunities exist in the operation of the facility	No partnership opportunities exist	3
Supply Compared to Other Communities	The facility / amenity is provided in the other communities but not in the Strathmore area	The facility / amenity is provided in the Strathmore area but at a significantly lower rate of provision than in other communities	The facility / amenity is provided in the Strathmore area at a moderately lower rate of provision than in other communities	The facility / amenity is provided at a similar or better rate in Strathmore compared to the other communities	2

Prioritization Model (cont)

Criteria	Metric				Weight
	3 points	2 points	1 point	0 points	
Expected Economic Impact	Has the potential to draw recurring non-local spending into the region as part of provincial level events / activities	Has the potential to draw recurring non-local spending into the community	Has the potential to draw periodic non-local spending into the community	Has little to no potential to bring in non local spending	2
Participation Trends	Is strongly supported by trends	Is moderately supported by trends	Is somewhat supported by trends	Is not supported by trends	2

	General Public / Household Preference	Organized User Group / Stakeholder Preference	Utilization of Existing Amenities	Community Accessibility	Supply in the Area	Social Inclusion	Operational Financial Impacts	Partnership Opportunity	Supply Compared to Other Communities	Expected Economic Impact	Participation trends	TOTAL	RANK
Performing Arts Theatres	3	3	0	2	3	2	2	2	2	2	2	77	1
Ice Arena Sport Facilities	3	3	3	1	2	1	2	0	2	2	1	71	2
Show / Event Facilities	3	3	3	2	1	2	1	1		1	2	71	2
Climbing Walls (indoor)	3	3	0	2	2	2	2	1	3	0	2	69	4
Fitness / Wellness Facilities	3	3	0	2	2	2	3	0	3	0	2	69	4
Art Display Spaces / Galleries	2	3	0	3	2	3	1	1		0	3	64	6
Support Amenities	3	3	0	3	2	3	1	0		0	2	64	6
Public Art (outdoor)	2	3	0	3	2	3	2	0		0	2	62	8
Indoor Child Play Spaces	3	2	0	2	3	2	1	0	2	0	2	59	9
Outdoor Swimming Pools	3	3	0	2	3	2	0	0	2	0	1	59	9
Pickleball Courts (outdoor)	2	2	0	2	3	1	2	1	3	1	1	59	9
BMX Bicycle Parks	2	3	0	3	3	2	1	0		0	1	57	12
Campgrounds with Services	3	2	0	1	3	1	2	1		2	1	56	13
Sport Court Spaces	2	3	0	2	3	1	2	0		0	2	55	14
Fine Art Spaces	2	3	0	2	3	2	1	0		0	1	53	15
Art Studio / Creative Spaces	2	2	0	1	3	1	1	1	2	0	2	50	16

