

# LANGDON RECREATION CENTRE BUSINESS CASE

MARCH 2020









# EXECUTIVE SUMMARY

## PROJECT CONTEXT

The development of a business case was undertaken jointly by the Langdon Recreation Centre and Langdon Community Association. The business case was deemed necessary to build off of previous community engagement, visioning, and strategic planning overtaken over the past 10-12 years. The development of an updated business case also presented the opportunity to:

- Validate the previous consultation and visioning undertaken in the community;
- Revisit the potential program spaces (components and amenities);
- Update capital and operating costs; and
- Identify potential synergies with the school.

RC Strategies+PERC, a recreation planning specialist, was retained to develop the business case. The business case was initiated in January 2020.

## KEY FINDINGS

The business case reviewed and analyzed a number of utilization indicators, previous engagement data, trends, and available benchmarking information. Summarized as follows are key findings from the business case analysis and research.

- Additional recreation infrastructure is needed to support current participation levels and the anticipated growth of Langdon.
- Benchmarking suggests that recreation facility service levels in the Langdon area are deficient compared to other comparably sized communities.
- To align with trends and utilization data indicators, a new Langdon Recreation Centre facility will need to support both structured recreation (programs and leagues) as well as unstructured recreation ("drop in" and spontaneous use).
- Langdon has a significantly higher proportion of children and youth compared to provincial averages. The development of the new high school will help further attract and retain this population cohort in the community and sufficient recreational opportunities will be needed to support these residents.
- While Langdon currently has a relatively low proportion of seniors, this is likely to shift over time as working age adults settle in the community. Therefore, recreation infrastructure planning needs to consider both current demographics and gradual shifts that will occur over the 30-50 year lifespan of a facility.



## ESTIMATED FINANCIAL IMPACTS

Outlined in Section 5 of the business case are anticipated capital and operating impacts of developing the facility.

- The cost to construct the facility is estimated at between \$10,000,000 and \$16,000,000. Including fees and FFE costs (fixtures, furnishings, and equipment) the total project is estimated to cost between \$11,408,000 and \$18,299,000.
- It is estimated that the facility will require an annual subsidy of \$181,136. This estimate assumes not for profit operation of the facility.

## RECOMMENDED NEXT STEPS

The following next steps have been recommended for the project.

1. Finalize funding and operational model (including funding responsibilities)
2. To capitalize on design and construction efficiencies, align development with the new high school
3. Initiate community fundraising (if required)
4. Update the operating budget and develop a commissioning plan
5. Commission the facility

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## INCLUDED IN THIS SECTION:

- Overview of the project context.
- Business Case process (how was the business case developed?)

The Langdon Recreation Centre, Langdon Community Association and the numerous affiliated groups and organizations in the Langdon area are committed to ensuring that all residents have access to active living opportunities that support physical and social health and foster community vibrancy. Dating back well over a decade, the development of a community recreation facility has been identified as a being important to achieving this goal. In conjunction with the development of the Langdon Quad Ball Diamonds Facility and the new high school there presents an opportunity to create a dynamic and multi-purpose community campus that will support the continued growth and evolution of the community and surrounding areas.

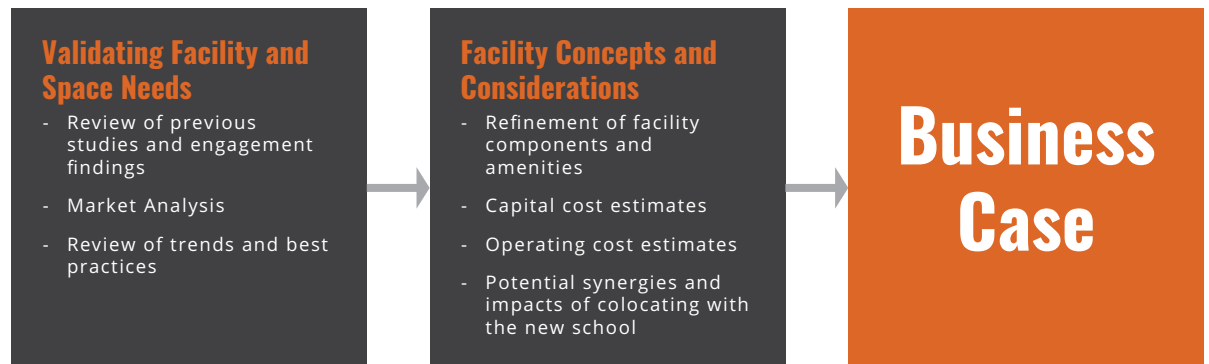
In early 2020 RC Strategies+PERC was retained to develop a business case for the potential Langdon Recreation Centre facility. The development of an updated business case was deemed necessary to:

- Validate the previous consultation and visioning undertaken in the community;
- Revisit the potential program spaces (components and amenities);
- Update capital and operating costs; and
- Identify potential synergies with the school.

The development of this business case document further reflects the commitment of the Langdon Recreation Centre, Langdon Community Association, and community stakeholders to ensuring that the facility reflects community need and is based on sound rationale.

# 1 PROJECT UNDERSTANDING

The following graphic illustrates the process that was used to develop this business case document.

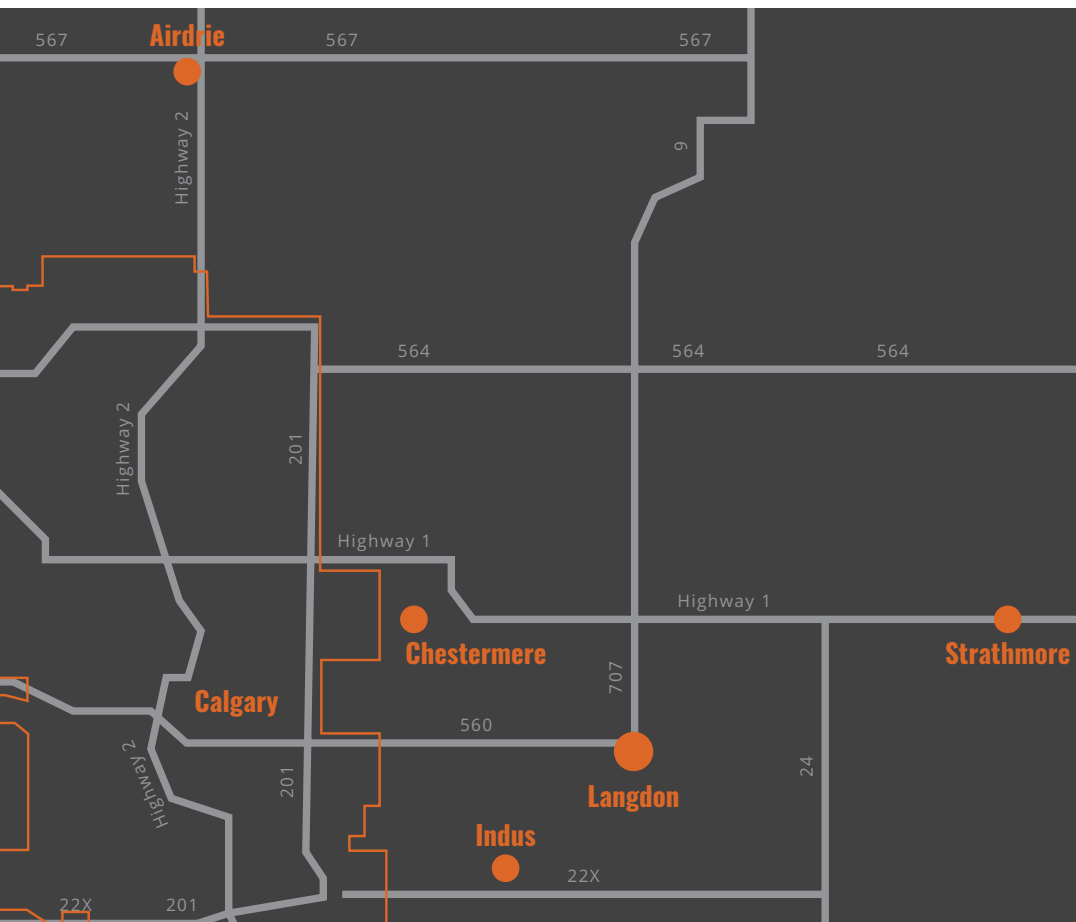


## INCLUDED IN THIS SECTION:

- Langdon overview and key characteristics.
- Inventory of recreation opportunities in the market area.

Langdon is a Hamlet within Rocky View County and had a population of 5,364 residents as of 2018 (Rocky View County Census). This figure represented a population increase of 9.5% (467 residents) from 2013. Division 4 of Rocky View County which includes the communities of Langdon and Indus as well as rural residences had a total recorded population of 7,010 residents in 2018.

Langdon's proximity to the TransCanada Highway #1 and the Calgary metropolitan region also suggest that the trading area of the community is significant. The total population of Rocky View County Divisions 4 and 5, Strathmore and immediate surrounding areas, and Chestermere and immediate surrounding areas exceeds 45,000 residents. While a trading area study hasn't been completed in recent years, Langdon is located within a one hour drive of over one million people and is approximately 20 minutes from the eastern boundary of Calgary.



# 2 COMMUNITY AND MARKET CONTEXT



Identified as follows are notable population characteristics of Landon that may influence community space and recreation needs.<sup>1</sup>

- **Langdon has a younger population than the provincial average.** The median age of the population is 34.4 years (provincial average: 36.7 years).
- **Langdon has a significantly higher proportion of children and youth than the provincial average.** Nearly one third (28.9%) of residents in Langdon are 14 years of age and under (provincial average: 19.2%). The proportion of working age adults aged 15 to 64 in Langdon is relatively similar to provincial averages and the proportion of older adults aged 65 in Langdon and older is lower compared to provincial averages.
- **A significant period of growth occurred in the community prior to 2016.** While the Municipal Census indicates that growth has stabilized, the 2016 Statistics Canada identified growth of 20% from 2011 to 2016.

## POPULATION AND DEMOGRAPHICS IN LANGDON: POTENTIAL IMPACTS ON RECREATION AND LEISURE NEEDS

- Research clearly supports that children and youth require access to recreation and active living opportunities in order to foster physical and social development. Providing programming and activities 'in-community' that are accessible via active transportation modes (walking, biking, skateboarding, etc.) reduces barriers and will provide long lasting benefits to the community through the development of healthier residents.
- While Langdon currently has a relatively low proportion of seniors, this is likely to shift over time as working age adults settle in the community. Therefore, recreation infrastructure planning needs to consider both current demographics and gradual shifts that will occur over the 30-50 year lifespan of a facility.



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<sup>1</sup> Data from Statistics Canada, 2016 Census of the Population

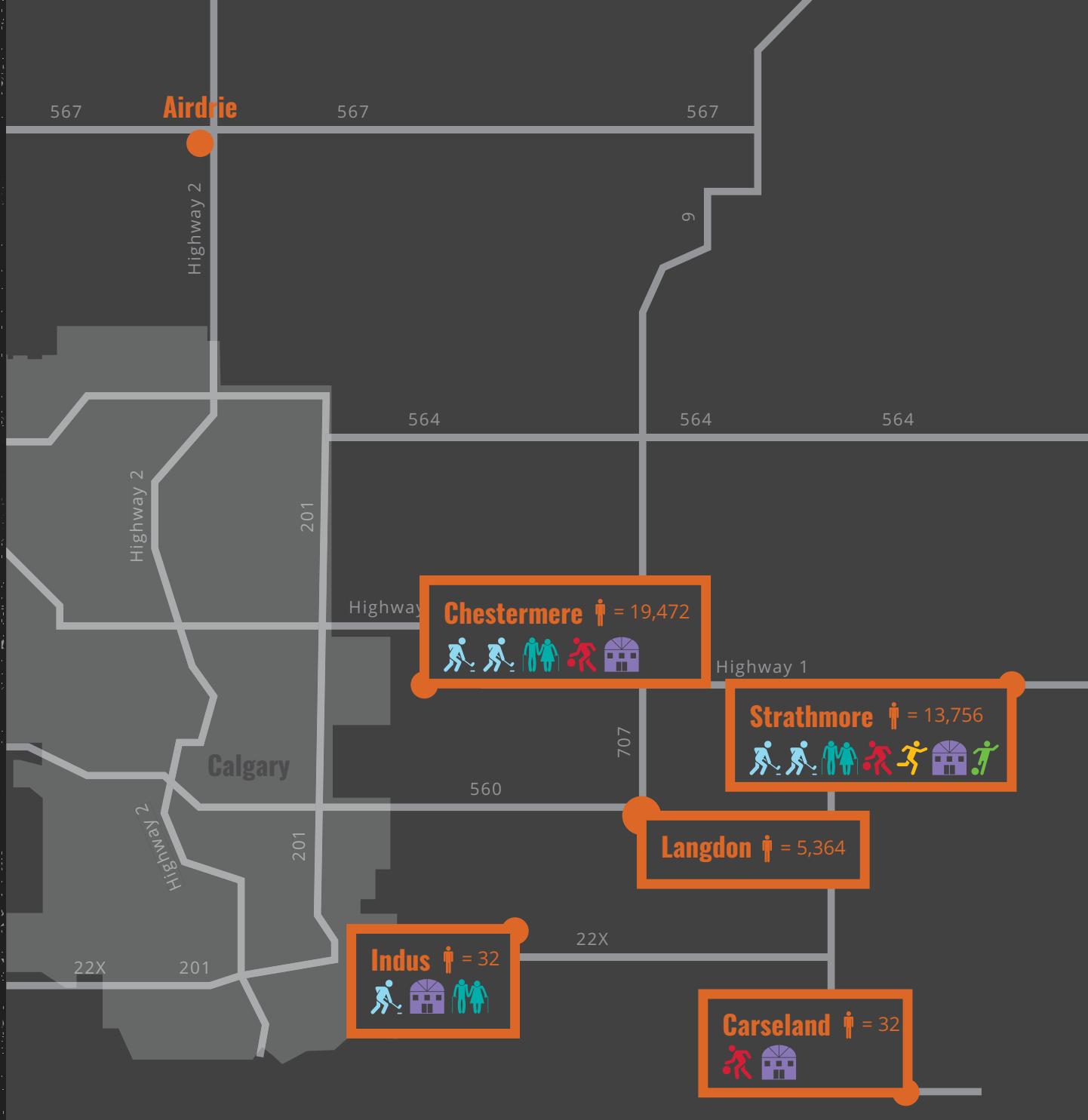
The following chart and map illustrates the current supply of major public sector recreation infrastructure in the market region, which is defined as approximately a 30 km radius surrounding Langdon (not including east Calgary).

| Facility Type                                                                             | # | Provision Ratio<br>(# of residents per unit of provision) <sup>2</sup> | Locations                                                                                                                 |
|-------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| Indoor Ice Arenas                                                                         | 5 | 9,058                                                                  | Strathmore Family Centre Arenas (2), Indus Recreation Centre Arena (1), Chestermere Recreation Centre (2)                 |
| Fitness Centres (publically provided; full complement of weights and cardio equipment)    | 0 | N/A                                                                    | Private facilities available only                                                                                         |
| Dedicated Seniors Centres                                                                 | 2 | 22,645                                                                 | Strathmore Seniors Centre (1), Chestermere Whitecappers 50+ Centre (1), Indus Livewires (1)                               |
| Community Gymnasiums (not including schools)                                              | 3 | 15,096                                                                 | Strathmore Motor Products Sports Centre (1), Chestermere Recreation Centre (1), Carseland (1)                             |
| Indoor Walking / Jogging Tracks                                                           | 1 | 45,289                                                                 | Strathmore Motor Products Sports Centre (1),                                                                              |
| Community Centres / Halls (rooms with >300 person capacity; not including private venues) | 4 | 11,322                                                                 | Strathmore Civic Centre (1), Indus Recreation Centre Hall (1), Chestermere Recreation Centre Main Hall (1), Carseland (1) |
| Indoor Field Houses                                                                       | 1 | 45,289                                                                 | Strathmore Motor Products Sports Centre (1),                                                                              |

## ICE ARENA INFRASTRUCTURE IN CALGARY

There are 47 ice arenas in Calgary which translates to one arena for every 26,366 residents. Typically, provision levels are worse (more residents per facility unit) in urban centres and better (less residents per facility unit) in smaller communities. In many instances, the impact of this dynamic is that city residents expand out into surrounding smaller communities to access ice arenas.

<sup>2</sup> Assumes a market area population of 45,289 (populations of Rocky View County Divisions 4 and 5 as per the 2018 Municipal Census, Chestermere and Strathmore Population Centre counts as per the 2016 Statistics Canada Census)



## Legend

-  = Population
-  = Indoor Ice Arena
-  = Dedicated Seniors Centre
-  = Community Gymnasium
-  = Indoor Walking / Jogging Tracks
-  = Community Centre / Hall
-  = Indoor Field House

INCLUDED IN THIS SECTION:

- Summary of available data sources that suggest potential demand and activity utilization.
- Impact of anticipated growth in Langdon.
- Benchmarking of recreation facility service levels in comparable communities.
- Trends and leading practices.

SUPPLY AND DEMAND INDICATORS

While demand for recreation facility space can be somewhat hard to ascertain, a handful of reference documents exist that provide some insight into participation levels and potential demand. Summarized as follows is data from these available resources.

Sport Calgary's 2014 Sport Facility Supply and Demand Report estimates the following registered participants across a number of sporting activity types.

| Activity Type                    | Estimated Number of Registrations (2014) | Estimated Participation Rate (2014) |
|----------------------------------|------------------------------------------|-------------------------------------|
| Arena – Dry Pad Activities       | 60,000 – 69,999                          | 5.02 - 5.86%                        |
| Arena – Ice Activities (Boarded) | 60,000 – 64,999                          | 5.02 - 5.44%                        |
| Gymnasia (all)                   | 83,000 – 97,999                          | 6.94 - 8.20%                        |



Assuming that overall regional participation rates are generally consistent, the participation levels presented in the previous chart have been extrapolated to the populations of Langdon, Division 4 of Rocky View County, and the entire immediate market area and are reflected in the following chart. It is important to note that these figures estimate the total number of registered sport participants in the different categories that reside in the areas identified. The actual participation may occur locally or elsewhere in the region.

| Activity Type                    | Langdon   | Division 4<br>(Southeast Rocky View County; Langdon; Indus) | Market Area<br>(Rocky View County Divisions 4 and 5, Strathmore and immediate surrounding areas, and Chestermere and immediate surrounding areas) |
|----------------------------------|-----------|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| Arena – Dry Pad Activities       | 269 - 314 | 351 - 411                                                   | 2,274 - 2,654                                                                                                                                     |
| Arena – Ice Activities (Boarded) | 269 - 291 | 351 - 381                                                   | 2,274 - 2,463                                                                                                                                     |
| Gymnasia (all)                   | 372 - 439 | 410 - 574                                                   | 3,143 - 3,714                                                                                                                                     |

## LOCAL MINOR SPORT NUMBERS

Registration numbers collected from local ice and dry pad sport organizations generally align with the estimates outlined in the above chart.

- In 2019/20 Indus Minor Hockey had 210 total players with 176 being from Langdon. It is important to note that Indus Minor Hockey did not have numbers to support a Midget team or female so participants in these categories had to go elsewhere to play. Youth enrolled in hockey academies and higher levels also typically leave the community to play elsewhere.
- Ringette numbers in 2019/20 for Indus and Langdon were 126 with 49 being from Langdon.
- Strathmore Lacrosse Club numbers over the past two years have ranged between 220 and 263 participants. Approximately 40 of these registrations have been from Langdon.
- Reliable adult recreational hockey numbers for the region are not available.

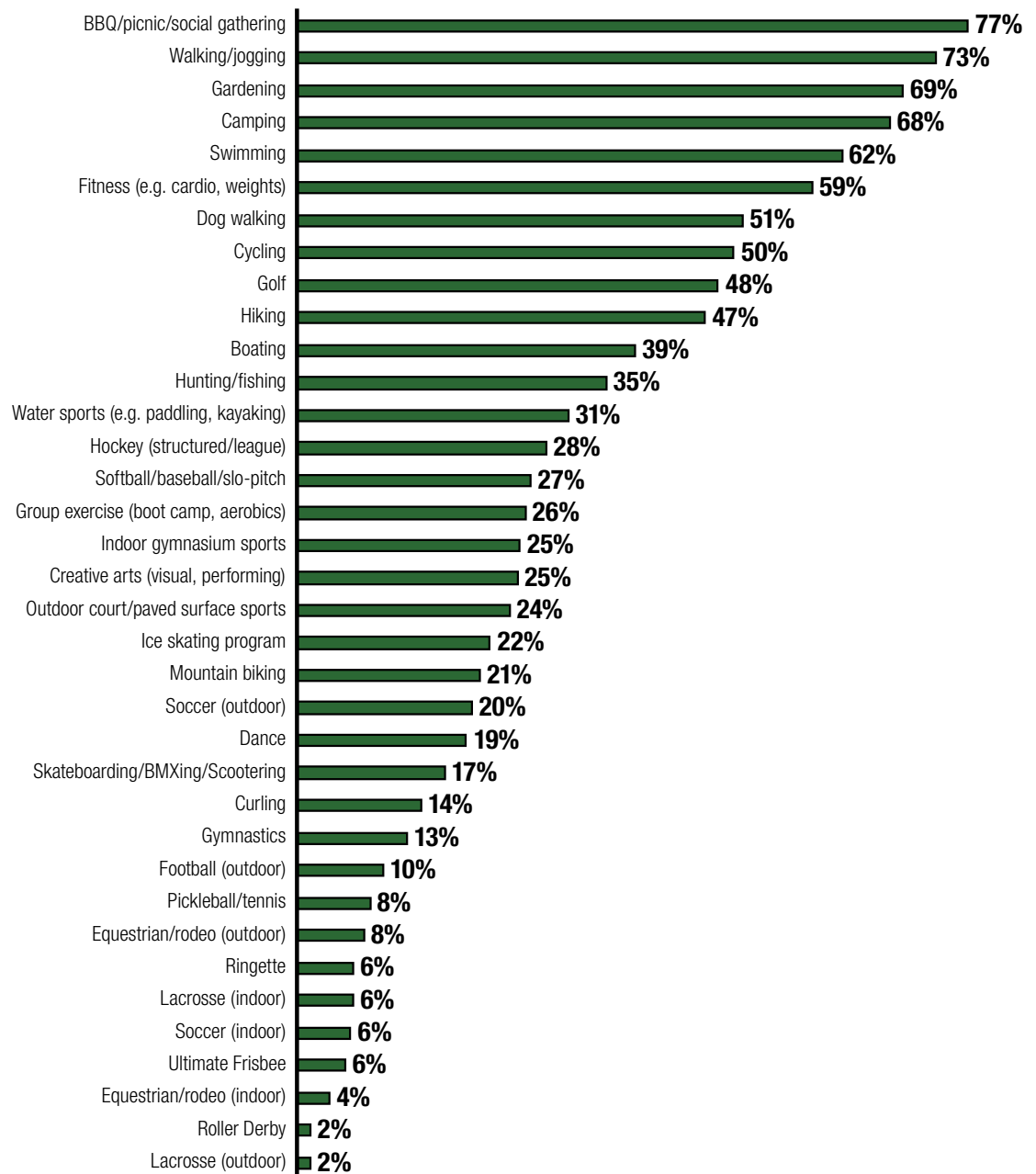
The **Alberta Recreation Survey**, fielded every 4-5 years by Alberta Culture and Tourism, provides another source of information that can be used to measure overall societal participation (structured and unstructured) in various activities. The following chart identifies participation rates captured by the latest version of the Survey (2017) and extrapolates them directly to Langdon’s population.

| Activity Type            | Provincial Participation Rate | Extrapolated to the 2018 Population of Langdon |
|--------------------------|-------------------------------|------------------------------------------------|
| Walking for pleasure     | 80%                           | 4,291                                          |
| Jogging/running          | 32%                           | 1,716                                          |
| Weight Training          | 31%                           | 1,663                                          |
| Yoga / Pilates           | 27%                           | 1,448                                          |
| Ice skating (not hockey) | 21%                           | 1,126                                          |
| Dancing                  | 19%                           | 1,019                                          |
| Ice hockey               | 9%                            | 483                                            |
| Basketball               | 8%                            | 429                                            |
| Badminton                | 8%                            | 429                                            |
| Volleyball               | 7%                            | 375                                            |



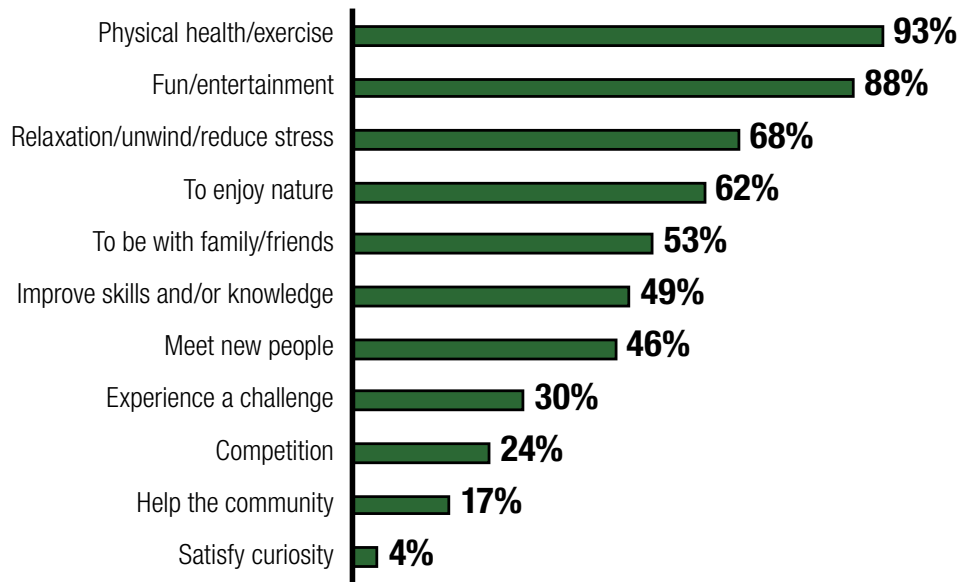
The **2018 Bow North Recreation District Household Survey** provides further insight into local activity participation trends and preferences. The survey was fielded using a statistically reliable methodology and garnered 329 responses.<sup>1</sup> Identified as follows are key findings from the survey.

### IN WHICH OF THE FOLLOWING TYPES OF RECREATION ACTIVITIES DID MEMBERS OF YOUR HOUSEHOLD PARTICIPATE IN THE PAST YEAR?



<sup>1</sup> To ensure statistical reliability, a coded postcard was sent to Bow North households. The margin of error  $\pm 5.0\%$  was 19 times out of 20.

## WHAT ARE THE MAIN REASONS YOU AND/OR MEMBERS OF YOUR HOUSEHOLD PARTICIPATE IN RECREATION ACTIVITIES?

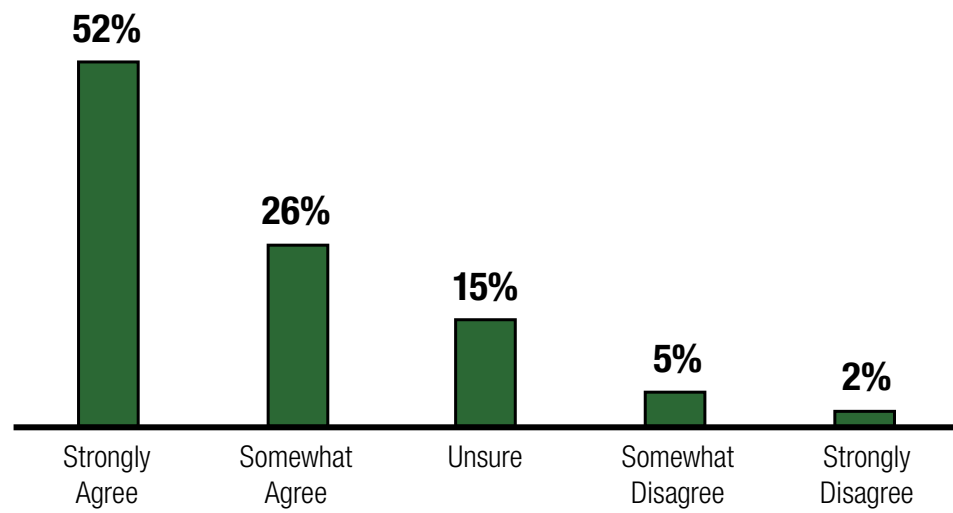


## WHAT, IF ANYTHING, KEEPS YOU OR SOMEONE IN YOUR HOUSEHOLD FROM PARTICIPATING IN RECREATION PROGRAMS AND ACTIVITIES IN ROCKY VIEW COUNTY?

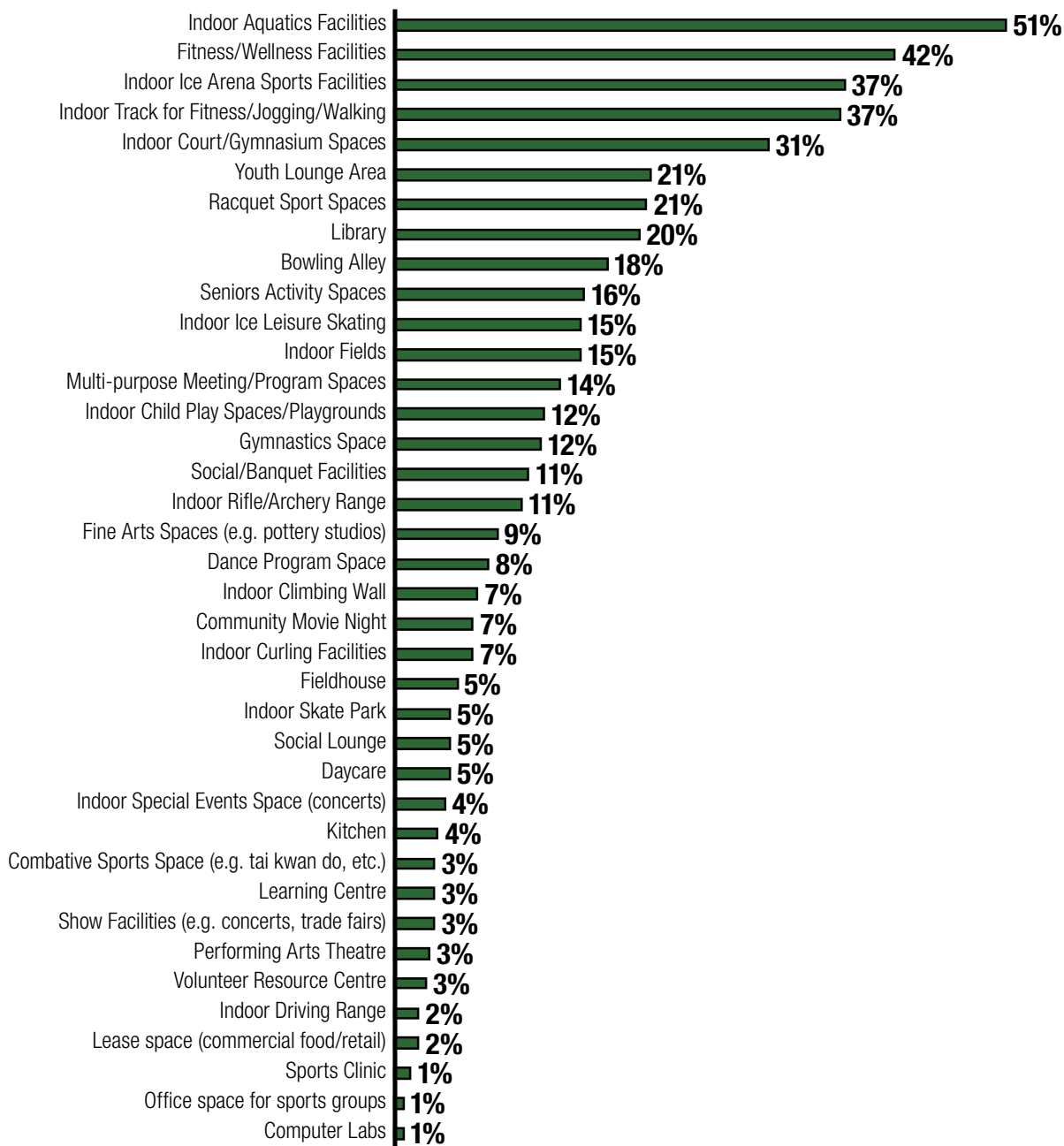




**FACILITIES SHOULD BE DEVELOPED IN A COMMUNITY HUB TYPE ARRANGEMENT  
(E.G. CLUSTERS OF FACILITIES RATHER THAN STAND-ALONE).**



**PLEASE SELECT YOUR HOUSEHOLD'S FIVE MOST IMPORTANT PRIORITIES  
FOR INDOOR SPACES AT THE LANGDON JOINT USE SITE.**



## SUPPLY AND DEMAND INDICATORS – KEY FINDINGS & POTENTIAL IMPACTS

- Local engagement findings suggest that Langdon and Bow North households participate in ice hockey, fitness, and gymnasium activities at higher rates than provincial and regional averages (28% of respondents to the Bow North Household Survey reported that a member of their household participated in organized hockey and 59% reported that a household member participated in weights or cardio fitness).
- It is likely that over 3,000 market area residents are registered in a program that requires a gymnasium type space and over 2,200 residents are likely registered in an ice sports program.
- The Alberta Recreation Survey validates a high level of participation in unstructured types of recreation and leisure.
- Facility availability was identified as a barrier to recreation participation by over three-quarters of Household Survey respondents.





## IMPACTS OF ANTICIPATED GROWTH

Rocky View County's Area Structure Plan for Langdon indicates that the full build out capacity of the community will accommodate as many as 13,400 residents. The new high school that has been approved for the community will help support this growth and additionally result in Langdon being a regional hub for teens and young adults.

The participation rates from the Alberta Recreation Survey (as identified on page 9), have been further extrapolated to reflect the potential number of activity participants at 10,000 and 13,400 residents. While specific participation rates are hard to anticipate and influenced by a number of factors (including trends, demographic shifts, available instructors, etc.) these figures further support that a greater supply of recreation infrastructure will be needed to accommodate growth.

| Activity Type            | Provincial Participation Rate | Extrapolated to the 2018 Population of Langdon | Extrapolated to Langdon @ 13,400 Residents | Extrapolated to Langdon @ 10,000 Residents |
|--------------------------|-------------------------------|------------------------------------------------|--------------------------------------------|--------------------------------------------|
| Walking for pleasure     | 80%                           | 4,291                                          | 8,000                                      | 10,720                                     |
| Jogging/running          | 32%                           | 1,716                                          | 3,200                                      | 4,288                                      |
| Weight Training          | 31%                           | 1,663                                          | 3,100                                      | 4,154                                      |
| Yoga / Pilates           | 27%                           | 1,448                                          | 2,700                                      | 3,618                                      |
| Ice skating (not hockey) | 21%                           | 1,126                                          | 2,100                                      | 2,814                                      |
| Dancing                  | 19%                           | 1,019                                          | 1,900                                      | 2,546                                      |
| Ice hockey               | 9%                            | 483                                            | 900                                        | 1,206                                      |
| Basketball               | 8%                            | 429                                            | 800                                        | 1,072                                      |
| Badminton                | 8%                            | 429                                            | 800                                        | 1,072                                      |
| Volleyball               | 7%                            | 375                                            | 700                                        | 938                                        |

## BENCHMARKING

Benchmarking provides one method to assess recreation and leisure service levels. The following chart reflects recreation and leisure infrastructure service levels in Alberta communities with a population ranging from approximately 4,500 – 8,000 residents. **As reflected in the chart, the combined Langdon / Indus area appears to be generally underserved relative to the comparators.** Also notable, the majority of comparator communities provide multiple sheets of indoor ice and have multi-plex indoor facilities.<sup>2</sup>

| Community                     | Population   | Indoor Multi-Plex Facilities | Indoor Ice Arenas (# of sheets) | Fitness Centres (Publically Provided) | Community Gymnasium / Field House Spaces | Indoor Walking / Running Tracks | Aquatics Facilities (Indoor or Outdoor) | Library / Learning Centres | Dedicated Seniors Centre |
|-------------------------------|--------------|------------------------------|---------------------------------|---------------------------------------|------------------------------------------|---------------------------------|-----------------------------------------|----------------------------|--------------------------|
| Bonnyville                    | 5,417        | 1                            | 2                               | 1                                     | 1                                        | 1                               | 1                                       | 1                          | 1                        |
| Ponoka                        | 7,229        | 1                            | 2                               | 0                                     | 0                                        | 0                               | 1                                       | 1                          | 1                        |
| Innisfail                     | 7,847        | 0                            | 2                               | 0                                     | 0                                        | 0                               | 1                                       | 1                          | 1                        |
| St. Paul                      | 5,827        | 0                            | 2                               | 0                                     | 1                                        | 0                               | 1                                       | 1                          | 1                        |
| Jasper                        | 4,590        | 1                            | 1                               | 1                                     | 1                                        | 0                               | 1                                       | 1                          | 1                        |
| Slave Lake                    | 6,651        | 1                            | 2                               | 1                                     | 1                                        | 1                               | 1                                       | 1                          | 1                        |
| Rocky Mountain House          | 6,635        | 1                            | 2                               | 1                                     | 1                                        | 0                               | 1                                       | 1                          | 1                        |
| Devon                         | 6,578        | 0                            | 1                               | 0                                     | 0                                        | 0                               | 1                                       | 1                          | 1                        |
| Drumheller                    | 7,982        | 1                            | 1                               | 1                                     | 1                                        | 1                               | 1                                       | 1                          | 1                        |
| Drayton Valley                | 7,235        | 1                            | 2                               | 1                                     | 1                                        | 0                               | 1                                       | 1                          | 1                        |
| Didsbury                      | 5,268        | 1                            | 1                               | 0                                     | 0                                        | 0                               | 1                                       | 1                          | 1                        |
| Peace River                   | 6,842        | 1                            | 2                               | 1                                     | 1                                        | 1                               | 1                                       | 1                          | 1                        |
| Redcliff                      | 5,600        | 0                            | 1                               | 0                                     | 0                                        | 0                               | 1                                       | 0                          | 1                        |
| Stettler                      | 5,952        | 1                            | 2                               | 1                                     | 1                                        | 0                               | 1                                       | 1                          | 1                        |
| Vegreville                    | 5,708        | 1                            | 1                               | 1                                     | 0                                        | 0                               | 1                                       | 1                          | 1                        |
| Wainwright                    | 6,270        | 1                            | 2                               | 1                                     | 1                                        | 1                               | 1                                       | 1                          | 1                        |
| Westlock                      | 5,101        | 1                            | 1                               | 1                                     | 1                                        | 1                               | 1                                       | 1                          | 1                        |
| <b>AVERAGE of Comparators</b> | <b>6,314</b> | <b>0.8</b>                   | <b>1.6</b>                      | <b>0.6</b>                            | <b>0.6</b>                               | <b>0.4</b>                      | <b>1.0</b>                              | <b>0.9</b>                 | <b>1.0</b>               |
| <b>Langdon / Indus</b>        | <b>7,010</b> | <b>0</b>                     | <b>1</b>                        | <b>0</b>                              | <b>0</b>                                 | <b>0</b>                        | <b>0</b>                                | <b>0</b>                   | <b>0</b>                 |

<sup>2</sup> For the purposes of this exercise, multi-plex facilities are considered those with more 3 or more major space components.



## TRENDS & LEADING PRACTICES

Trends and leading practices in recreation and related activities (including leisure and culture) are important to consider as new facility development is being contemplated. Identified below are key trends and leading practices that have been considered in the development of the facility program presented in Section 4.

- Increasing demand for unstructured and spontaneous recreational opportunities.
- Recreation as a key mechanism to foster social inclusion and community connectedness.
- Continued shift towards developing facilities and multi-purpose and multi-functional “hubs” that include a variety of components and amenities.
- Importance of social amenities at indoor recreation facilities.
- The evolving nature of volunteerism and the impact of recreation provision.
- The importance of partnerships.
- Concerning physical activity levels.

***Additional detail on the above noted key trends and leading practices is provided in Appendix D.***



# 4 FACILITY PROGRAM AND CONCEPTS

## INCLUDED IN THIS SECTION:

- Facility program context and description.
- Colocation opportunities with the new school.
- Concepts and renderings.

## FACILITY PROGRAM CONTEXT

Over the past decade the community has undertaken significant visioning and stakeholder engagement to identify potential components and amenities that should be considered for a new Langdon Recreation Centre facility. The County has additionally conducted engagement which has helped identify broader recreation needs and priorities in Bow North. Using this available information and the consultants experience, a high level analysis was conducted to further validate and rank a short list of potential space types. The objective of this analysis was twofold: a) to ensure that all spaces under consideration have sufficient need and benefits based rationale (e.g. if a space scored significantly lower than all others there may be cause to question the need to include the space in the facility program; and b) to provide a point of reference should prioritization need to occur (e.g. to inform potential phasing discussion). As illustrated in the chart on the following page all of the space components and amenities ranked relatively similar which suggests that there is sound rationale to include all in the proposed facility program

| Component / Amenity     | Financial Considerations |           |          | Community Recreation Benefits |                             |                      | Total Checks |
|-------------------------|--------------------------|-----------|----------|-------------------------------|-----------------------------|----------------------|--------------|
|                         | Capital                  | Operating | Economic | Demand Indicators             | Addressing Opportunity Gaps | Multi-Use Capability |              |
| Multi-Purpose Room      | ✓                        | ✓ ✓       | ✓        | ✓                             | ✓                           | ✓ ✓                  | 8            |
| Youth Room              | ✓ ✓                      | ✓         |          | ✓                             | ✓ ✓                         | ✓                    | 7            |
| Seniors Centre          | ✓ ✓                      | ✓         |          | ✓                             | ✓ ✓                         | ✓                    | 7            |
| Learning Commons        | ✓ ✓                      | ✓         |          | ✓                             | ✓ ✓                         | ✓                    | 7            |
| Indoor Ice Arena        |                          |           | ✓ ✓      | ✓ ✓                           | ✓                           | ✓                    | 6            |
| Indoor Playground       | ✓ ✓                      | ✓         |          | ✓                             | ✓ ✓                         |                      | 6            |
| Walking / Jogging Track | ✓                        | ✓         |          | ✓ ✓                           | ✓ ✓                         |                      | 6            |
| Gymnasium               |                          |           | ✓ ✓      | ✓                             | ✓                           | ✓ ✓                  | 6            |
| Fitness Centre          | ✓                        | ✓ ✓       |          | ✓ ✓                           | ✓                           |                      | 6            |

Capital: 2 ✓ for "Low"; 1 ✓ for "Moderate"; 0 ✓ for "High"

Operating: 2 ✓ for components / amenities that are likely to operate at close to or better than break-even; 1 ✓ for components / amenities that are likely to require a low to moderate operational subsidy (<\$100,000 annually); 0 ✓ for components / amenities that could require a significant operational subsidy (>\$100,000 annually)

*\*Based on typical operating public recreation facility operating costs*

Economic: 2 ✓ for components / amenities that are likely to draw significant levels of non-local visitation and associated spending; 1 ✓ for component / amenities that may draw some moderate non-local visitation and associated spending; 0 ✓ or components / amenities that are unlikely to draw non-local visitors and spending

Demand Indicators: 2 ✓ if identified as a top 3 priority in the 2018 Bow North Recreation Survey (>40 of respondents); 1 ✓ if identified as a 4 through 10 priority (18% - 39%); 0 ✓ if identified as a priority by <18% of residents

Gap Opportunity: 2 ✓ if the component / amenity would provide a completely new recreation opportunity to the Langdon area; 1 ✓ if the component / amenity would significantly enhance an opportunity that currently exists in the area; 0 ✓ if the component / amenity duplicates a recreation opportunity that already exists

Multi-Use Capability: 2 ✓ if the component / amenity has a high level of multi-use capability; 1 ✓ if the component / amenity has a moderate level of multi-use capability; 0 ✓ if the component / amenity is primarily a dedicated or specific use type of space

## REFINED FACILITY PROGRAM

The following chart outlines the proposed facility program for the Langdon Recreation Centre. This program has been developed based on the research and engagement inputs presented in this business case and the need analysis of each space.

| Component / Amenities           | Characteristics and Description                                                                                                                                                                                                                                                |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Multi-Purpose Room              | Large multipurpose space that can be divided into 2 or 3 sections. This space will host a variety of community programs, fitness classes, social functions, and other activities.                                                                                              |
| Commercial Kitchen              | To support functions in the Multipurpose Room, Arena, and Seniors Centre. This space could also be designed to accommodate cooking classes.                                                                                                                                    |
| Arena                           | Arena that can accommodate multiple types of uses, including: ice based activities (hockey, skating); large community events (e.g. concerts, tradeshow, graduation, agri-recreation events), and dry-floor sport and recreational use (e.g. lacrosse, pickleball tournaments). |
| Seniors Centre                  | Dedicated program space for older adult programs, social gathering, and to facilitate other potential uses of the facility.                                                                                                                                                    |
| Youth Room                      | Dedicated youth program and activity space.                                                                                                                                                                                                                                    |
| Fitness Centre                  | Fitness centre space with a mix of cardio and weight equipment.                                                                                                                                                                                                                |
| Child Minding                   | Short-term supervised child and tot activity area to support parent's use of the fitness centre and other facility components.                                                                                                                                                 |
| Gymnasium                       | Multi-purpose gymnasium to serve a variety of uses; structured and spontaneous.                                                                                                                                                                                                |
| Learning Commons                | Interactive community program space that could include a small collection of books and electronic resources, multimedia stations, features that support child literacy, parent and adult educational spaces, etc.                                                              |
| Walking / Jogging Track         | 3 lane track for recreational walking / jogging / running. The track could be located in either the gymnasium or arena spaces.                                                                                                                                                 |
| Indoor Playground               | Indoor play structure.                                                                                                                                                                                                                                                         |
| Lease Spaces                    | Lease spaces (potential tenants: childcare, sports equipment and/or apparel, other retail).                                                                                                                                                                                    |
| Concession                      | Food services outlet to support daily and special event use.                                                                                                                                                                                                                   |
| Office and Administrative Space | Facility staff office and administrative space.                                                                                                                                                                                                                                |

# COLLOCATION OPPORTUNITIES

The potential to align the development of the Langdon Recreation Centre with the new school presents a host of collocation opportunities. Specific program spaces in the recreation facility that could be shared with the new school include:

- Gymnasium;
- Fitness centre; and
- Youth room.

The above noted spaces reflect those that would typically be included in a new high school but could be shared between the recreation facility and new school to save costs, maximize community benefit, and avoid duplication. There also exists numerous other cross-use opportunities for other spaces in both the recreation facility and school. The following chart outlines some of these potential cross-use opportunities.

| Space                                                                                                                            | Potential Cross-Use Opportunities                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Recreation Centre Spaces                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                         |
| Arena                                                                                                                            | The arena could be used for physical education classes and may also present the opportunity to explore a hockey academy program in the future.                                                                                                                                                                                                                          |
| Multi-Purpose Room                                                                                                               | The multi-purpose room could be used as auxiliary classroom space by the high school.                                                                                                                                                                                                                                                                                   |
| Walking / Jogging Track                                                                                                          | The track could be used by physical education classes and during lunch and after school hours by students.                                                                                                                                                                                                                                                              |
| Common spaces, lease spaces, concession                                                                                          | Colocation with the high school is likely to enhance the appeal of the lease space by providing a critical mass of patrons. Similarly, opportunities may exist to operate a full time concession that can service both school and community use.                                                                                                                        |
| School Spaces                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                         |
| Theatre (assumed to be included in the new high school)                                                                          | If a theatre is developed as part of the school there exists opportunities for community use of this space which will enhance arts and cultural opportunities in the area. Recreation facility spaces may also help support activities in the theatre (e.g. use of concession for performances, use of program rooms for performance costume and changing rooms, etc.). |
| Specialty classroom spaces in the high school (e.g. industrial education, home economic rooms, multimedia rooms, art classrooms) | Specialized classroom spaces could be used for community programming and take advantage of support space synergies at the recreation facility.                                                                                                                                                                                                                          |

Capital cost consideration pertaining to the potential collocation opportunities are further discussed in Section 5.

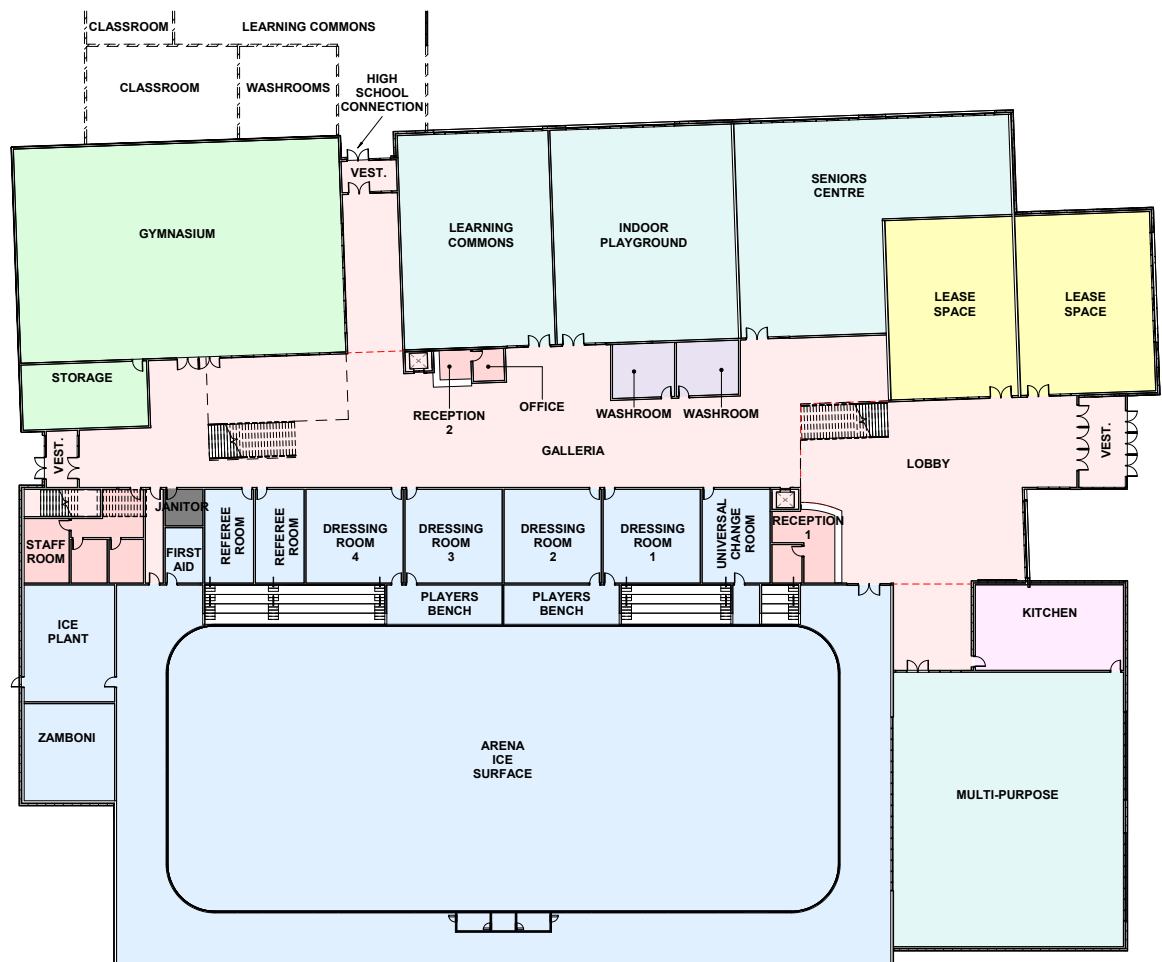


# CONCEPTS & RENDERINGS

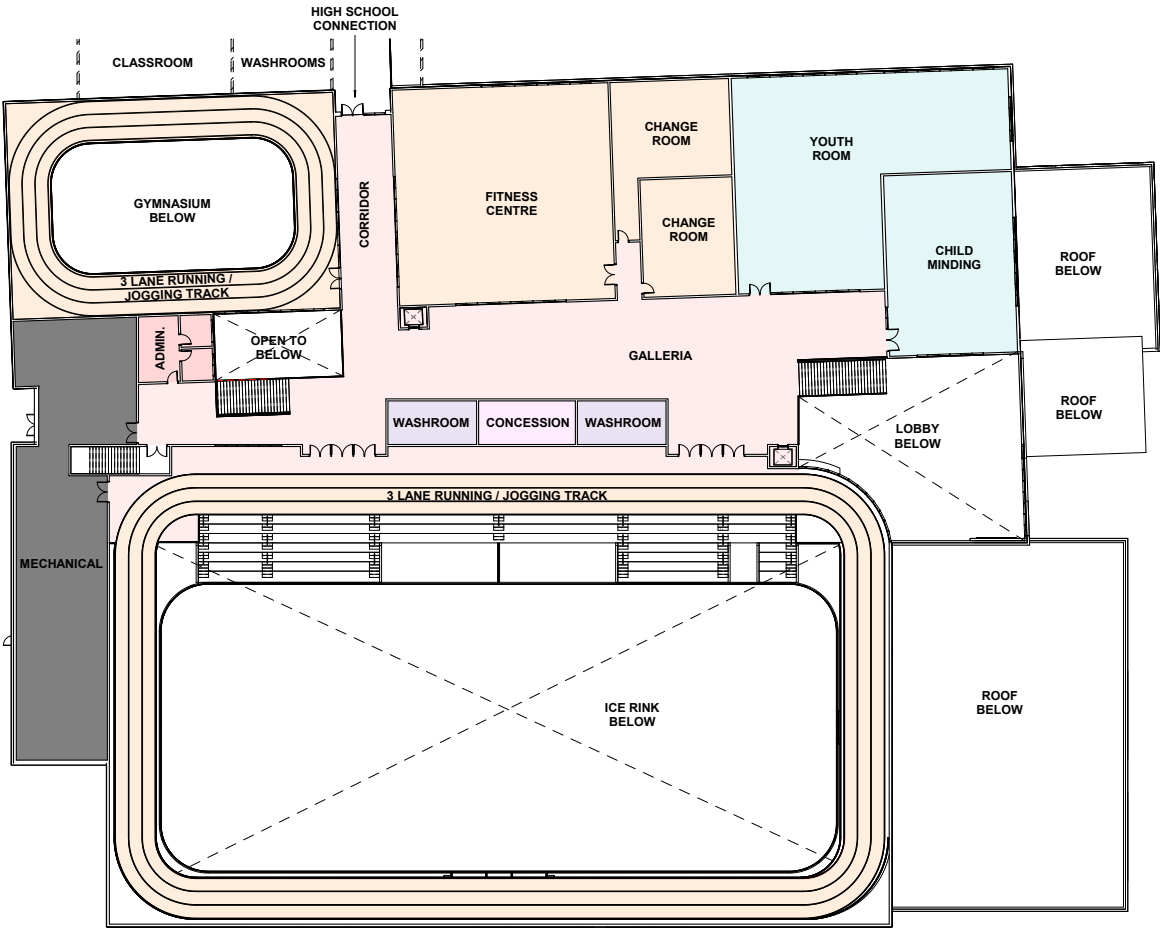
Conceptual floor plans and renderings have been created to reflect spatial relationships between the various components and amenities that comprise the facility program. It is important to note that detailed design process will provide an opportunity to further refine the facility layout, components and amenity characteristics, and the overall aesthetics of the facility. These concepts also reflect how the facility could be linked to the new high school.

*\*Note: a walking / running track is shown in both the arena and gymnasium to reflect two potential options for this amenity. The actual facility will only have one walking / running track (the decision on which space to include the track in will be determined during the detailed design phase).*

## LEVEL 1 FLOOR PLAN



LEVEL 2 FLOOR PLAN



## ARENA



## EXTERIOR 1



**EXTERIOR 2**



**EXTERIOR 3**





## GYMNASIUM AND RUNNING TRACK



## LOBBY





INCLUDED IN THIS SECTION:

- Estimated capital costs and considerations.
- Estimated operating costs and considerations

CAPITAL COST IMPACTS AND CONSIDERATIONS

The estimated construction cost of the facility program outlined in Section 4 is between \$10,000,000 and \$16,000,000. The following chart summarizes the overall project cost.

*\*Note: ACI Architects were retained to assist with the high level capital cost analysis. These figures assume a cost effective construction methodology (e.g. pre-engineered structure) and will require further refinement as the project moves forward to detailed design and procurement. As such, the figures presented should be considered +/- 20%.*

| Item                                       | Assumption                                                  | \$                          |
|--------------------------------------------|-------------------------------------------------------------|-----------------------------|
| Construction Cost                          | Estimated based on the identified program                   | \$10,000,000 - \$16,000,000 |
| Fees                                       | Estimated at between 9.08 – 9.37% of the construction cost* | \$908,000 - \$1,499,000     |
| FFE (Fixtures, Furnishings, and Equipment) | 5% of construction cost                                     | \$500,000 - \$800,000       |
| TOTAL                                      |                                                             | \$11,408,000 - \$18,299,000 |

*\*A typical breakdown of these fees across the project is as follows: Pre Design - 2.5%; Schematic Design - 10%; Design Development - 12.5%; Contract Documents - 50%; Contract Administration and Warranty - 25%*

Identified as follows are additional capital cost considerations pertaining to collation and phasing.

- Collocation with the new high school could provide a 10-15% space efficiency for support infrastructure such mechanical systems and rooms, electrical spaces, and washrooms. On a \$16,000,000 building this would result in a cost savings of \$2,400,000. This figure does not include potential savings that could be accrued if core programs spaces such as a gymnasium, fitness centre, or other program rooms were shared.
- Sequential or concurrent construction (single phase) could result in an efficiency of 5-10% in comparison to developing the facility in multiple phases. These efficiencies are realized as cost avoidance of duplicated services, stage construction (starting and stopping of work), general conditions added costs, service costs for utilities, permits, and tendering. Additionally, building in a single phase avoids rework on the existing facility (e.g. re-construction on entryway or connection corridors), geotechnical investigations and environmental analysis. On a \$16,000,000 this efficiency would result in a cost savings of \$1,600,000.



# OPERATING COST IMPACTS AND CONSIDERATIONS

A high level operating budget has been developed to estimate the revenues and expenditures associated with operating the facility. As reflected in the budget, it is expected that the facility will require an annual operating subsidy of \$181,136 annually. **These figures assume that the facility will be operated by a not for profit organization. If the facility is municipally operated the expenditures will need to be revisited (e.g. staffing costs aligned with municipal agreements and banding).**

| Revenues                                                                 | Assumption                                                                                                                                                                                      | \$               |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Ice Arena                                                                | See Appendix A for assumptions                                                                                                                                                                  | \$355,864        |
| Ice Arena Special Events                                                 | 3 events per year at average net of \$10,000                                                                                                                                                    | \$30,000         |
| Gymnasium Rentals                                                        | See Appendix B for assumptions                                                                                                                                                                  | \$53,250         |
| Multi-Purpose Room Rentals                                               | See Appendix C                                                                                                                                                                                  | \$55,700         |
| Memberships (Fitness, Walking / Jogging Track, Indoor Playground)        | 200 Annual Facility Membership Equivalents at \$600 per year (\$50 per month)                                                                                                                   | \$100,000        |
| Drop-In Admissions (Fitness, Walking / Jogging Track, Indoor Playground) | Average 20 non-membership drop-in visits per operational days (355 per year) at \$8 per visit                                                                                                   | \$56,800         |
| Child Minding Membership                                                 | Sold in packages of 20 visits. Assume 25 packages sold per month @ \$50 per package.<br><br>10 additional "drop-in" child minding visits per operational days (355 per year) at \$10 per visit. | \$36,750         |
| Seniors Centre                                                           | Net \$0 (assumes space is leased)                                                                                                                                                               | \$0              |
| Youth Room                                                               | Assumes no charge programming or revenues under drop-in admissions and memberships                                                                                                              | \$0              |
| Concession                                                               | Assumes Net \$0 (contracted)                                                                                                                                                                    | \$0              |
| Lease Spaces                                                             | \$20 / sq. ft. lease rate x two ~1,000 sq. ft. spaces                                                                                                                                           | \$40,000         |
| Major Sponsorships (space naming)                                        | Assumed to capital fundraising                                                                                                                                                                  | \$0              |
| Minor sponsorships                                                       | 10 annual sponsorships @ \$1,000                                                                                                                                                                | \$10,000         |
| <b>Total Revenues</b>                                                    |                                                                                                                                                                                                 | <b>\$738,364</b> |

| Expenses                                         | Assumption                                                                                | \$                 |
|--------------------------------------------------|-------------------------------------------------------------------------------------------|--------------------|
| Staffing                                         | Facility Manager: 1.0 FTE @ \$90,000                                                      | \$430,000          |
|                                                  | Arena Staff: 2.0 FTE @ \$60,000                                                           |                    |
|                                                  | Customer Service (admissions desk, fitness monitor, facility monitor): 3.0 FTE @ \$40,000 |                    |
|                                                  | Programming Staff: 2.0 FTE @ \$50,000                                                     |                    |
| Benefits and Training                            | Staffing costs x 15%                                                                      | \$64,500           |
| Utilities and Insurance                          | 90,000 sq. ft. x \$3.00 / sq. ft.                                                         | \$270,000          |
| Custodial                                        | 90,000 sq. ft. x \$1.00 / sq. ft.                                                         | \$90,000           |
| Concession                                       | Net \$0                                                                                   | \$0                |
| Marketing and Advertising                        | Estimated                                                                                 | \$10,000           |
| Program Supplies and Materials                   | Estimated                                                                                 | \$25,000           |
| Internet and Phone                               | Estimated                                                                                 | \$10,000           |
| Snow Removal and General Parking Lot Maintenance | Estimated                                                                                 | \$10,000           |
| Security                                         | Estimated                                                                                 | \$10,000           |
| <b>Total Expenses</b>                            |                                                                                           | <b>\$919,500</b>   |
| <b>Net</b>                                       |                                                                                           | <b>(\$181,136)</b> |

## SENSITIVITY ANALYSIS

While the operation budget outlined for the facility has been developed using conservative projections, the actual revenues and expenses will not be fully known until the facility is well into operations. As such, a simple sensitivity analysis has been conducted to reflect the potential impact of underperformance.

|                                                                                       |          |             |
|---------------------------------------------------------------------------------------|----------|-------------|
| <b>Impact of 10% underperformance on revenues and 10% high than expected expenses</b> | Revenues | \$664,528   |
|                                                                                       | Expenses | \$1,011,450 |
|                                                                                       | Net      | (\$346,922) |
| <b>Impact of 5% underperformance on revenues and 5% high than expected expenses</b>   | Revenues | \$701,446   |
|                                                                                       | Expenses | \$965,475   |
|                                                                                       | Net      | (\$264,029) |



## ECONOMIC IMPACT CONSIDERATIONS

Provincial and national data indicates that sport tourism continues to grow and generate significant economic activity. The Alberta Sport Action Plan cites a 2016 Statistics Canada's Provincial and Territorial Indicators report which places a valuation of the impact of sport to Alberta at \$773 million dollars and creates 13,000 jobs. The Canadian Sport Tourism Alliance estimates the total impact of sport tourism to be \$6.8 billion dollars annually.

While local impacts can be hard to measure as the benefits of sport and recreation tourism are accrued in many ways and layers, it can be reasonable asserted that the development of a facility will result in the following economic benefits to Langdon and surrounding areas of Rocky View County:

- Bringing non-local visitors to the community for tournaments and events, therefor supporting local businesses and generating new opportunities for service based businesses; and
- Mitigating the need for local residents to travel to other communities for games, practices, and tournaments (therefore spending money locally that would otherwise be spent during out of town trips).

The following chart reflects a preliminary, high level analysis of the potential direct sport tourism benefit of tournaments and other events held at the facility. This analysis does not factor ongoing program use by non-local residents or secondary spending in the region which would further expand the economic benefit of the facility.

|                                                                  | #                | Assumptions                                                                     |
|------------------------------------------------------------------|------------------|---------------------------------------------------------------------------------|
| Tournaments / Event Per Year                                     | 24               | Assumes two (2) per month                                                       |
| Number of Participants                                           | 120              | Ten (10) teams at average of 12 participants per team                           |
| Number of Spectators                                             | 180              | Assumption of 1.5 spectators per participant (parents, family, friends, etc.)   |
| Total Number of Visitors per Event (Participants and Spectators) | 300              | Sum of Participants and Spectators                                              |
| Total Number of Visitors Annually (Participants and Spectators)  | 7,200            | Tournaments / events per year x total number of annual visitors                 |
| Average Spend Per Visitor                                        | \$116            | Average domestic spend as per Tourism Alberta's Domestic Visitor Profile (2016) |
| <b>Total Annual Estimated Economic Impact</b>                    | <b>\$835,200</b> |                                                                                 |

# 6 CONCLUSIONS AND NEXT STEPS

## INCLUDED IN THIS SECTION:

- Key findings from the business case.
- Recommended next steps.

## KEY FINDINGS

Summarized as follows are key findings as identified through the development of this business case document.

- Additional recreation infrastructure is needed to support current participation levels and the anticipated growth of Langdon.
- Benchmarking suggests that recreation facility service levels in the Langdon area are deficient compared to other comparably sized communities.
- To align with trends and utilization data indicators, a new Langdon Recreation Centre facility will need to support both structured recreation (programs and leagues) as well as unstructured recreation ("drop in" and spontaneous use).
- Langdon has a significantly higher proportion of children and youth compared to provincial averages. The development of the new high school will help further attract and retain this population cohort in the community and sufficient recreational opportunities will be needed to support these residents.
- While Langdon currently has a relatively low proportion of seniors, this is likely to shift over time as working age adults settle in the community. Therefore, recreation infrastructure planning needs to consider both current demographics and gradual shifts that will occur over the 30-50 year lifespan of a facility.
- The cost to construct the facility as outlined in this business case is estimated at between \$10,000,000 and \$16,000,000. Including fees and FFE costs (fixtures, furnishings, and equipment) the total project is estimated to cost between \$11,408,000 and \$18,299,000.
- It is estimated that the facility will require an annual subsidy of \$181,136. This estimate assumes not for profit operation of the facility.

## NEXT STEPS

Outlined as follows are recommended next steps for the project.

1. Finalize funding and operational model (including funding responsibilities)
2. To capitalize on design and construction efficiencies, align development with the new high school
3. Initiate community fundraising (if required)
4. Update the operating budget and develop a commissioning plan
5. Commission the facility



## APPENDIX A: ICE ARENA OPERATING ASSUMPTIONS

### Capacity Assumptions

|                                                                                  |       |
|----------------------------------------------------------------------------------|-------|
| Weeks of Ice                                                                     | 32    |
| Weeks of Dry Floor                                                               | 20    |
| Prime Time Hours per Week<br>(weekday evenings 5 - 11 pm; weekends 9 am - 11 pm) | 58    |
| Non-Prime Time Hours per Week<br>(weekdays 9 am - 5 pm)                          | 40    |
| Total Prime Time Ice Hours per Year                                              | 1,856 |
| Total Non-Prime Time Ice Hours per Year                                          | 1,280 |
| Dry Floor<br>(operating hours reduced to 8 hours per day)                        | 1,120 |

### Overall Utilization Assumptions

|                                    |       |
|------------------------------------|-------|
| Prime Time Ice Utilization (%)     | 75%   |
| Prime Time Ice Hours Utilized      | 1,392 |
| Non-Prime Time Ice Utilization (%) | 25%   |
| Non-Prime Time Ice Hours Utilized  | 320   |
| Dry Floor (all)                    | 50%   |
| Dry Floor Hours Utilized           | 560   |

### Utilization Breakdown Assumptions (Ice Only)

|                                                              |     |
|--------------------------------------------------------------|-----|
| Proportion of Utilized Prime Time Ice Consumed by Adults     | 30% |
| Hours                                                        | 418 |
| Proportion of Utilized Prime Time Ice Consumed by Youth      | 70% |
| Hours                                                        | 974 |
| Proportion of Utilized Non-Prime Time Ice Consumed by Adults | 90% |
| Hours                                                        | 288 |
| Proportion of Utilized Non-Prime Time Ice Consumed by Youth  | 10% |
| Hours                                                        | 32  |

### Rates and Fees Assumptions

|                          |       |
|--------------------------|-------|
| Adult Prime Time Ice     | \$245 |
| Youth Prime Time Ice     | \$180 |
| Adult Non-Prime Time Ice | \$115 |
| Youth Prime Time Ice     | \$95  |



## RATES AND FEES BENCHMARKING *\*BASIS FOR THE ABOVE ASSUMPTIONS*

| Provider                                  | Ice      |          |           |          | Dry Pad          |
|-------------------------------------------|----------|----------|-----------|----------|------------------|
|                                           | Prime    |          | Non-Prime |          |                  |
|                                           | Adult    | Youth    | Adult     | Youth    |                  |
| Indus Recreation Centre                   | \$230.00 | \$205.00 | \$80.00   | \$80.00  | \$70.00          |
| Town of Strathmore                        | \$235.00 | \$147.00 | \$133.00  | \$133.00 | \$69.19          |
| Chestermere Recreation Centre             | \$266.00 | \$193.00 | \$96.50   | \$96.50  |                  |
| Great Plains Recreation Facility (Canlan) | \$268.81 |          |           |          |                  |
| City of Airdrie                           | \$245.52 | \$201.44 | \$116.65  | \$102.55 | \$90.08          |
| City of Calgary                           | \$282.51 | \$210.44 | \$129.75  | \$75.22  | \$65.09-\$109.58 |
| Town of Drumheller                        | \$178.25 | \$88.00  | \$131.00  | \$65.25  | \$70             |
| Vivo Centre (Calgary)                     | \$249    | \$212    | \$105     | \$105    | \$86             |
| Average                                   | \$244.39 | \$179.55 | \$113.13  | \$93.93  | \$77.05          |

| Revenues Summary            | \$               |
|-----------------------------|------------------|
| Prime Time Ice - Adults     | \$102,312        |
| Prime Time Ice - Youth      | \$175,392        |
| Non-Prime Time Ice - Adults | \$33,120         |
| Non-Prime Time Ice - Youth  | \$3,040          |
| Dry Floor                   | \$42,000         |
| <b>Total</b>                | <b>\$355,864</b> |

## APPENDIX B: GYMNASIUM OPERATING ASSUMPTIONS

| Hours, Rates, and Revenue Assumption     |          |
|------------------------------------------|----------|
| Operating Days per Year                  | 355      |
| Average Hours of PAID Rental use per Day | 3        |
| Total Hours Rented per Year              | 1,065    |
| Hourly Rental Rate                       | \$50     |
| Total Rental Revenues                    | \$53,250 |

### RATES AND FEES BENCHMARKING *\*BASIS FOR THE ABOVE ASSUMPTIONS*

| Facility                         | Hourly Rental Rates                                                     |
|----------------------------------|-------------------------------------------------------------------------|
| Vivo Centre (Calgary)            | \$55 - \$97                                                             |
| Genesis Place (Airdrie)          | \$35.15 - \$109.08                                                      |
| City of Calgary Large Gymnasiums | \$32.45 - \$45.83                                                       |
| Genesis Centre (Calgary)*        | \$109 - \$240                                                           |
| Ralph Klein Centre               | \$300-\$400 for 8 hours<br>(booking minimum, \$50 for additional hours) |

# APPENDIX C: MULTI-PURPOSE ROOM OPERATING ASSUMPTIONS

| Type                            | #               | Assumptions                                                                                                                            |
|---------------------------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Weekend Event Bookings          | 12              | One per month                                                                                                                          |
| Rental Rate per Weekend         | \$1,200         | \$600 per day x 2                                                                                                                      |
| <b>Total Event Revenues</b>     | <b>\$14,400</b> |                                                                                                                                        |
| Community Hours Booked          | 1,180           | 40 non-event weekends x 10 hours of bookings per weekend (5 hours per day)<br>260 annual weekdays x avg. 3 hours of booked use per day |
| Average Hourly Rate             | \$35            |                                                                                                                                        |
| <b>Total Community Revenues</b> | <b>\$41,300</b> |                                                                                                                                        |
| <b>Total Revenues</b>           | <b>\$55,700</b> |                                                                                                                                        |

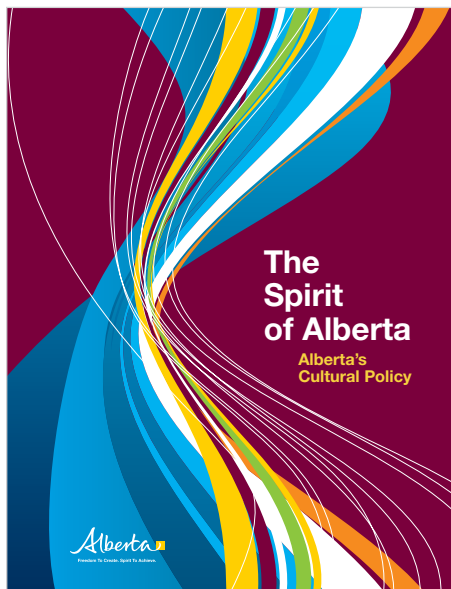
| Facility                                            | Hourly (Program or Meeting Rate) | Special Event Rate    |
|-----------------------------------------------------|----------------------------------|-----------------------|
| Chestermere Regional Community Assocoation Facility | \$78.75                          | \$1,260 / day         |
| Strathmore Civic Centre                             | \$163                            | \$627.20 / day        |
| Foothills Centennial Centre (Okotoks)               | \$40                             | \$545 - \$1,335 / day |
| Bragg Creek Community Centre                        | N/A                              | \$300 - \$700 /day    |
| Vivo Centre (Meeting and Program Rooms)             | \$38 - \$52                      | N/A                   |
| Genesis Place Airdrie (Rotary Room)                 | \$58.73                          |                       |

## APPENDIX D: TRENDS IN RECREATION

Summarized as follows are a number of trends and leading practices are presented in this section to provide a broader perspective of recreation services outside of the local context.

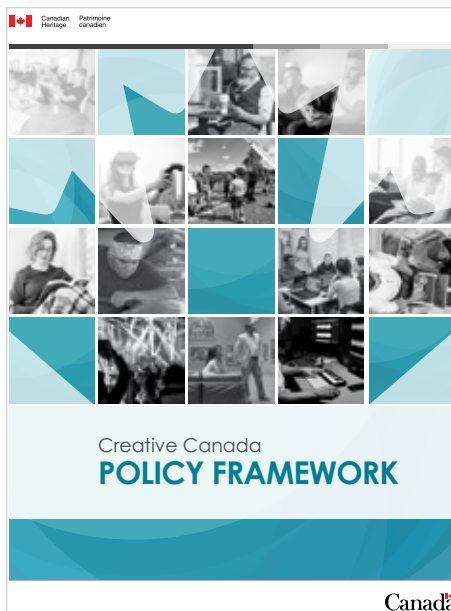
### INCREASED FOCUS ON STRATEGIC ALIGNMENT OF THE RECREATION AND CULTURE SECTORS

Over the past decade increased efforts have been put into aligning efforts within the culture and recreation sectors (and those related to them such as health and social services). These efforts have helped created an increased recognition of the benefits of recreation, foster the sharing of best practices, and justify a rationale for sustainable investment. Summarized as follows are key provincial and national frameworks and strategic documents that provide guidance to the culture and recreation sectors.



#### THE SPIRIT OF ALBERTA'S: ALBERTA'S CULTURAL POLICY

Overview: The policy provides a framework for decision-making related to the support, growth and development of culture. Based on extensive research and public consultation, the Spirit of Alberta policy reflects the broad view of Albertan culture, encompassing the arts, our heritage, natural landscapes and recreation. The policy is focused around four keystones: access; capacity; excellence; and growth of cultural industries.



#### CREATIVE CANADA POLICY FRAMEWORK

Overview: Creative Canada outlines a vision and approach to creative industries and to growing the creative economy by the Government of Canada. Creative Canada charts the course for federal policy tools that support our creative industries and affirms the Governments responsibilities pertaining to the sector. Notable in the Policy is a focus on ensuring that sufficient resources are available for emerging cultural sectors, especially those that utilize new technologies while also sustaining traditional forms of culture and arts creation.



## Part II A Framework for Recreation in Canada 2015



## A FRAMEWORK FOR RECREATION IN CANADA 2015: PATHWAYS TO WELLBEING

Overview: Endorsed by the Government of Canada, Provincial and Territorial Ministers, the Canadian Parks and Recreation Association, Provincial and Territorial Parks and Recreation Associations and the Federation of Canadian Municipalities. The Framework provides a new vision for recreation and identifies common ways of thinking about the role of recreation in Canadian life, based on clear goals and underlying values and principles.

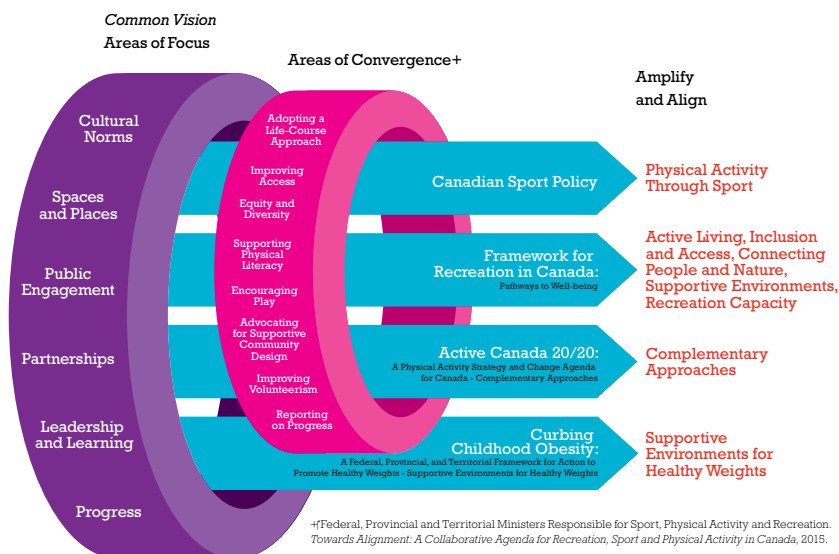
### A RENEWED DEFINITION OF RECREATION

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

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

## A COMMON VISION FOR INCREASING PHYSICAL ACTIVITY AND REDUCING SEDENTARY LIVING IN CANADA: LET'S GET MOVING

Overview: The Common Vision is a new national policy document that serves to complement and align with other relevant policies, strategies and frameworks with the goal of physical activity and reducing sedentary living. The Common Vision identifies three key areas of focus: Cultural Norms, Places and Spaces, and Engagement.



## SPORT FOR LIFE

Overview: Sport for Life exists to build physical literacy and improve the quality of sport based on Long-term athlete development (LTAD). LTAD is a nationally accepted, eight stage framework for developing physical literacy among individuals of all ages and athletic goals. National and Provincial Sport Organizations in Canada are mandated to demonstrate alignment with LTAD principles.

### Awareness and First Involvement

To engage in sport and physical activity, individuals must be aware of what opportunities exist for them, and when they try an activity for the first time, it is critical that the experience is positive. That is why Sport for Life emphasizes the two stages of Awareness and First Involvement.



### Train to Train

Athletes enter the Train to Train stage when they have developed proficiency in the athlete development performance components (physical, technical-tactical, mental, and emotional). Rapid physical growth, the development of sporting capability, and commitment occurs in this stage. Athletes will generally specialize in one sport towards the end of the stage. A progression from local to provincial competition occurs over the course of the stage.



### Active Start

From 0-6 years, boys and girls need to be engaged in daily active play. Through play and movement, they develop the fundamental movement skills and learn how to link them together. At this stage developmentally appropriate activities will help participants feel competent and comfortable participating in a variety of fun and challenging activities and games.



### Train to Compete

Athletes enter the Train to Compete stage when they are proficient in sport-specific Train to Train athlete development components (physical, technical-tactical, mental, and emotional). Athletes are training nearly full-time and competing at the national level while being introduced to international competition.



### FUNDamentals

In the FUNDamentals stage, participants develop fundamental movement skills in structured and unstructured environments for play. The focus is on providing fun, inclusive, multisport, and developmentally appropriate sport and physical activity. These experiences will result in the participant developing a wide range of movement skill along with the confidence and desire to participate.



### Train to Win

Athletes in the Train to Win stage are world class competitors who are competing at the highest level of competition in the world (e.g. Olympics, Paralympics, World Championships, World Cups).



### Learn to Train

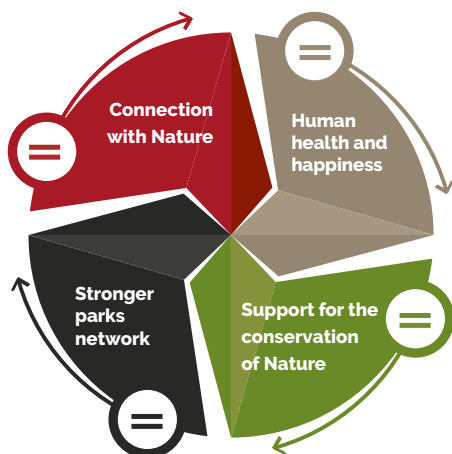
Once a wide range of fundamental movement skills have been acquired, participants progress into the Learn to Train stage leading to understanding basic rules, tactics, and strategy in games and refinement of sport specific skills. There are opportunities to participate in multiple sports with competitions focused on skill development and retention. Games and activities are inclusive, fun, and skill based. At the end of the Learn to Train stage, participants grow (or progress) towards sport excellence in the Train to Train stage or being Active for Life, either by being Competitive for Life or Fit for Life.



### Active for Life

Individuals who have a desire to be physically active are in the Active for Life stage. A participant may choose to be Competitive for Life or Fit for Life and, if inclined, give back as a sport or physical activity leader. Competitive for Life includes those who compete in any organized sport recreation leagues to Master Games. Fit for Life includes active people who participate in non-competitive physical activity.





## PARKS FOR ALL: AN ACTION PLAN FOR CANADA'S PARKS COMMUNITY

Overview: The Parks for All document was developed to create a common and shared vision and strategic approach for parks, urban and rural, in Canada. The Plan also helps more fully articulate the benefits of providing quality park spaces and the importance of preserving these valued and critical spaces into the future.

## ACTIVE ALBERTA: 2011-2021

Overview: Finalized by the provincial government in 2010, the document outlines a 10-year policy to refocus government initiatives, challenge partners, and encourage Albertans to become more active. Active Alberta, sets out a vision for recreation, active living and sport: Albertans enjoy a high quality of life, improved health and wellness, strong communities, economic benefits and personal fulfillment, through recreation, active living and sport.

### ROLE OF MUNICIPAL GOVERNMENTS AS OUTLINED IN ACTIVE ALBERTA: 2011-2021

- Ensure availability, affordability and accessibility of a broad range of recreation, active living and sport opportunities.
- Undertake regular assessment to determine community needs or interests.
- Facilitate local development through municipal policy, bylaws, as well as program design and delivery.
- Provide incentives and services to programs.
- Coordinate the best use of community resources.
- Build, operate, and maintain infrastructure and facilities.
- Make best efforts to the recreation needs of community.
- Advise and consult with other levels of government regarding sector development initiatives.
- Advocate on behalf of community-based recreation, active living and sport initiatives to other levels of government, and within other service sectors.
- Support the volunteer and not-for-profit sector in the provision of recreation, active living and sport opportunities.
- Optimize access and use of public recreation facilities.

## TRUTH AND RECONCILIATION AT THE LOCAL LEVEL

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

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

The Report culminated in the identification of ninety-four (94) Calls to Action across a broad array of topic areas. While the responsibility for implementing the Calls to Action are wide ranging, opportunities exist for implementation at the local level. Many local levels of government have formalized in policy and/or strategic planning a commitment to reconciliation and are actively engaging with local Indigenous communities to foster stronger ties, relationships, and understanding.

## CONCERNING ACTIVITY LEVELS

A number of sources continue to suggest that Albertans and Canadians are not sufficiently active. The **2017 Alberta Survey on Physical Activity** found that while physical activity levels have remained consistent over the past 10 years and that a high proportion of Albertans remain inactive. Key findings from the Survey are summarized below.

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

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

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

**ParticipACTION** Report Cards provide another snapshot of physical activity levels across Canada. The recently released **ParticipACTION Report Card on Physical Activity for Adults** found that:

- 52% of adults 18 to 79 years living in Canada take at least 7,500 steps per day (the minimum number of steps to be classified as leading a “physically active lifestyle” by the Canadian Health Measures Survey)
- 22% of adults report using active transportation, such as walking or cycling to or from work or school
- Only 16% of adults ages 18 to 79 years living in Canada achieve at least 150 minutes of weekly moderate to-vigorous physical activity
- Canadian adults are sedentary for an average of 9.6 hours per day (excluding sleep time)

The **ParticipACTION Report Card on Physical Activity for Children and Youth** also reports some alarming participation trends and indicators, including:<sup>1</sup>

- Only 35% of 5 to 17 year-olds are reaching their recommended physical activity levels
- 51% of 5 to 17 year-olds and 76% of 3 to 4 year-olds are engaging in more screen time than is recommended
- Less than half (41%) of 5 to 19 year-olds take at least the recommended 12,000 daily steps on average

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1 Original data source: Canadian 24-Hour Movement Guidelines for Children and Youth



## FACTORS IMPACTING PARTICIPATION

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

- The highest proportion of Canadians prefer non-competitive sports or activities. Nearly half (44%) of Canadians preferred non-competitive sports while 40% like both non-competitive and competitive sports. Only 8% of Canadians prefer competitive sports or activities and 8% prefer neither competitive nor noncompetitive sports
- Sport participation is directly related to age. Nearly three-quarters (70%) of Canadians aged 15 – 17 participate in sports, with participation rates decreasing in each subsequent age group. The largest fall-off in sport participation occurs between the age categories of 15 – 17 and 18 – 24 (~20%)
- In contrast to children and youth populations (in which gender participation rates are relatively equal), substantially more adult men (45%) than adult women (24%) participate in organized sport
- Participation in sport is directly related to household income levels. Household's with an annual income of greater than \$100,000 have the highest participation levels, nearly twice as high as households earning between \$20,000 and \$39,999 annually and over three times as high as households earning less than \$20,000 annually
- Community sport programs and venues remain important. The vast majority (82%) of Canadians that participate in sport do so within the community. Approximately one-fifth (21%) participate at school while 17% participate in sports at work. A significant proportion (43%) also indicated that they participate in sporting activities at home.

# TRENDS IN ACTIVITY PREFERENCES

Activity preferences are continually evolving and dynamic, requiring public sector providers to remain current on these activities and the nature in which residents are engaging in culture, recreation, and leisure pursuits. Identified as follows are selected activity trends as identified by through the consulting teams experience and supporting by available sector research and information.

## EVOLVING OLDER ADULT ACTIVITY PREFERENCES

Although many “traditional” activities remain popular among older adult populations, demands and preferences are evolving. Specifically, younger cohorts of older adults (notably the “baby boom” generation) have differing preferences than previous generations and are participating in more light to moderately vigorous forms of physical activity. Examples of emerging activities among older adult cohorts include:

- Pickleball
- Trekking
- Hiking
- Water aerobics
- Dancing for fitness
- Yoga

Participants and providers alike are also focusing on providing more opportunities for multi-generational activities and programming. This trend is driven both by participant demand (e.g. opportunities to engage in programming with younger family members and friends) as well an increasing recognition of the social and community benefits that multigenerational interaction can provide.

*The World Health Organization's (WHO) Global Strategy on Diet, Physical Activity and Health* also identifies a wide range of benefits that can result due to the provision of quality and appropriate physical activity opportunities for older adults, including:

- Lower rates of all-cause mortality, coronary heart disease, high blood pressure, stroke, type 2 diabetes, colon cancer and breast cancer, a higher level of cardiorespiratory and muscular fitness, healthier body mass and composition
- Biomarker profile that is more favorable for the prevention of cardiovascular disease, type 2 diabetes and the enhancement of bone health
- Exhibit higher levels of functional health, a lower risk of falling, and better cognitive function; have reduced risk of moderate and severe functional limitations and role limitations.

The WHO further outlines six specific guideline recommendations for older adult physical activity levels.

1. Older adults should do at least 150 minutes of moderate intensity aerobic physical activity throughout the week or do at least 75 minutes of vigorous-intensity aerobic physical activity throughout the week or an equivalent combination of moderate—and vigorous—intensity activity.
2. Aerobic activity should be performed in bouts of at least 10 minutes duration.
3. For additional health benefits, older adults should increase their moderate-intensity aerobic physical activity to 300 minutes per week, or engage in 150 minutes of vigorous intensity aerobic physical activity per week, or an equivalent combination of moderate—and vigorous—intensity activity.
4. Older adults, with poor mobility, should perform physical activity to enhance balance and prevent falls on 3 or more days per week.
5. Muscle-strengthening activities, involving major muscle groups, should be done on 2 or more days a week.
6. When older adults cannot do the recommended amounts of physical activity due to health conditions, they should be as physically active as their abilities and conditions allow.

## THE EMERGENCE OF PICKLEBALL

From 2012 to 2018 the number of pickleball players in Canada has increased tenfold from 6,000 to 60,000 (~10,000 of which are registered with Pickleball Canada). The majority of registered pickleball players in Canada reside in Alberta and British Columbia.

While often thought of as an activity for middle and older aged adults, pickleball is now being integrated into schools and the sport is starting to see growth in younger age groups. The adaptability, safety and ease of learning pickleball also position the sport well for continued future growth and integration into physical activity curriculums and community programming. An official pickleball net is 20 feet wide (6.10 m) and 44 feet long (13.41 m) as illustrated by the following graphic.



Source: USAPA Website (<https://www.usapa.org/court-diagram/>)

## CHILDREN AND YOUTH ACTIVITY PREFERENCES

Youth are looking for more spontaneous and unstructured opportunities that include element of adventure, diversity, and socialization. Fueling this trend is an increasing recognition by the recreation, education, and public health sectors as to the importance of physical literacy as well as the need to combat “nature deficit disorder” and an overabundance of screen time.

### NATURE DEFICIT DISORDER

Used by award winning author Richard Louv in his book “Last Child in the Woods”, the term Nature Deficit Disorder has become commonplace to describe the concerning phenomenon that children are spending less time outdoors. Louv describes a number of potential long-term impact, including a wide range of behavioral problems, disconnect from nature, and decreased social value for parks and outdoor space.

Public sector providers of recreation are addressing the need for more diversity in children, youth, and teen recreation in a number of ways. These include:

- An increased investment in non-traditional recreation infrastructure geared towards children and youth (e.g. adventure play areas, skateparks, bike parks, etc.)
- A shift in how facilities and are programmed (e.g. more spontaneous use time, expanding diversity of program offerings)
- Creating a more welcoming environments in facility common space that can encourage children and youth to integrate recreation facilities into their daily lives (e.g. animating lobby areas with features that encourage youth to use these spaces for casual / drop-in use)



Source: Tourism Kamloops Website

The Canadian Youth Sport Report (2014) provides further insight into sport participation trends among children and youth in Canada. As reflected in the graphic below, soccer participation is second only to swimming (largely driven by lessons) and remains the top team sport for the study cohorts of kids 3–6, tweens 7–12 and teens 13–17. Other key findings of note from the Youth Sport Report include:

- 84% of Canadian youth in the 3–17 age range participate in sport of some kind and 60% do it on an organized basis
- Youth sports represent a \$5.7 billion market with families spending nearly \$1,000 annually per child on sports
- Fifty-five percent of new Canadian youth aged 3–17 participate in organized sports but they are slightly less likely to be in organized team sports (24% vs. 30% average)
- Top team sports for New Canadian youth were soccer, basketball, hockey and volleyball

### **TOP 10 SPORTS AND ACTIVITIES IN CANADA AMONG YOUTH 3–17**

BY CURRENT ORGANIZED PARTICIPATION

| Activity                 | Participants |
|--------------------------|--------------|
| Swimming                 | 1,120,000    |
| Soccer                   | 767,000      |
| Dance                    | 625,500      |
| Hockey                   | 531,000      |
| Skating                  | 436,000      |
| Basketball               | 354,000      |
| Gymnastics               | 336,000      |
| Track and Field: Running | 330,000      |
| Ballet                   | 277,300      |
| Karate                   | 230,000      |

*From the Canadian Youth Sport Report, 2014*



# INFRASTRUCTURE TRENDS AND LEADING PRACTICES

Identified as follows are notable trends related to culture and recreation infrastructure.

## AGING INFRASTRUCTURE

The 2016 Canadian Infrastructure Report Card<sup>1</sup> included an assessment and analysis of the state of sport and recreation facilities in Canada. The report revealed a number of concerns and issues that will impact the delivery of sport and recreation infrastructure over the coming years. Key findings from the report included the following.

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

## MULTI-USE SPACES

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

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

## **INTEGRATING INDOOR AND OUTDOOR ENVIRONMENTS**

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

## **SOCIAL AMENITIES**

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

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

## SERVICE DELIVERY TRENDS

Identified as follows are trend highlights pertaining to service delivery (how opportunities are provided by local governments).

### PARTNERSHIPS

Partnerships in the provision of recreation and culture infrastructure continue to be important and in many cases are becoming more prevalent. These partnerships can take a number of forms, and include government, not for profit organizations, schools and the private sector. While the provision of recreation and culture services has historically relied on municipal levels of government, many municipalities are increasingly looking to form partnerships that can enhance service levels and more efficiently lever public funds.

Examples of partnerships include facility naming and sponsorship arrangements, lease/contract agreements, the contracted operation of spaces, entire facilities, or delivery of programs. According to one study<sup>2</sup> over three-quarters (76%) of Canadian municipalities work with schools in their communities to encourage the participation of municipal residents in physical activities. Just under half of Canadian municipalities work with local non-profits (46%), health settings (40%), or workplaces (25%) to encourage participation in physical activities amongst their residents. Seventy-six percent (76%) of municipalities with a population of 1,000 to 9,999 to 80% of municipalities over 100,000 in population have formed agreements with school boards for shared use of facilities. In fact since 2000, the proportion of municipalities that have reported working with schools, health settings, and local non-profit organizations has increased by 10% to 20%.

### SOCIAL INCLUSION

The concept of social inclusion is becoming an issue communities are addressing. While always an important issue, its significance has risen as communities have become more diversified through immigration. Social inclusion is about making sure that all children and adults are able to participate as valued, respected, and contributing members of society. It involves the basic notions of belonging, acceptance, and recognition. For immigrants, social inclusion would be manifested in full and equal participation in all facets of a community including economic, social, cultural, and political realms. It goes beyond including “outsiders” or “newcomers.” In fact social inclusion is about the elimination of the boundaries or barriers between “us” and “them.” There is a recognition that diversity has worth unto itself and is not something that must be overcome. Recreation and leisure continue to be utilized as important social inclusion “vehicles” and provide a mechanism to bring together residents of different backgrounds.<sup>3,4</sup>

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

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

4 Harvey, Louise (2002). Social Inclusion Research in Canada: Children and Youth. The Canadian Council on Social Development’s “Progress of Canada’s Children”.

## THE EVOLVING NATURE OF VOLUNTEERISM

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

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

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

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

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

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

## BEST PRACTICES IN FACILITY ALLOCATIONS

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

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

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



## LEVERAGING ARTS AND CULTURE AS IMPORTANT “PLACE-MAKING” MECHANISMS

Many communities have increasingly recognized the value that arts and culture can have in creating a sense of place. The term place-making has been defined in a number of ways, including the following definition as outlined by the Co\*Lab and Project for Public Spaces:<sup>5</sup>

*“Placemaking begins with citizens working together to improve their local environment. More than just promoting better urban design, placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution. This inclusive process emphasizes the collaborative ‘making’ that builds local capacity and leadership to empower communities.”*

Place-making often involves reimagining and / or repurposing spaces whose original purpose has become redundant or obsolete or taking an existing public space and further leveraging upon its success.

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5 <https://mcconnellfoundation.ca/what-is-placemaking-3/>





