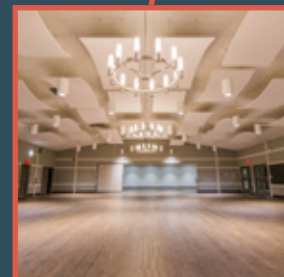


TRI Indoor Recreation Facility Strategy for the PLAN: Tri-Municipal Region



July 2017



Prepared for:
Tri-Municipal Partnership

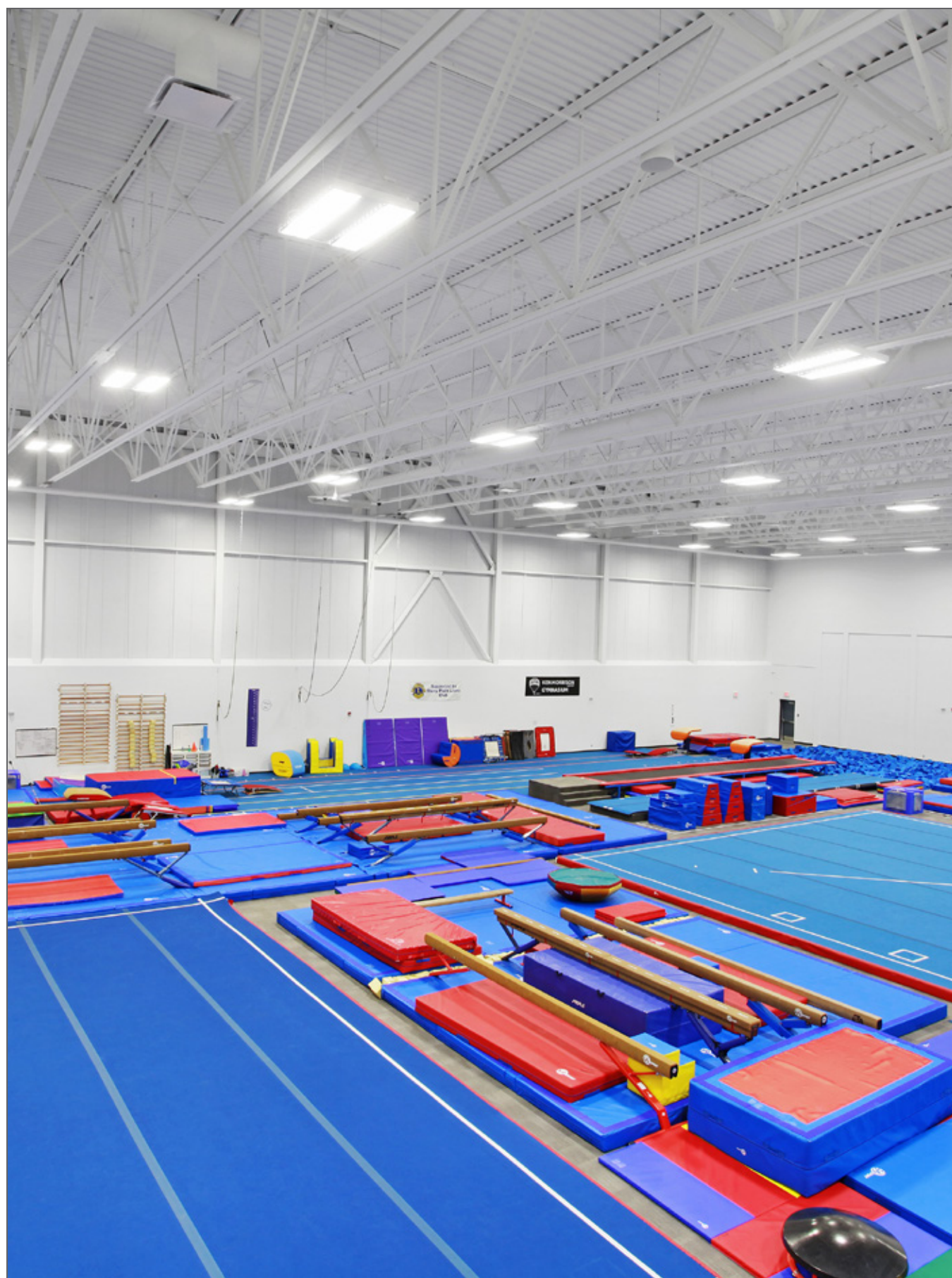


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EXECUTIVE SUMMARY

Purpose Of The Plan

Recreation facilities and the programs and services they enable are important to the quality of life and health of our communities. Achieving the benefits of recreation doesn't just happen by chance. It requires well thought-out, data-driven, and outcomes-focused plans that set the direction for the types of recreation facilities are most needed, by when and where.

Working collaboratively with our residents and partners, this Plan, known as the "Tri-Plan" is a framework for regional collaboration and will guide decisions regarding the development and enhancement of indoor recreation facilities in the Tri-Region over the next 10 years. The plan is intended to be guiding in nature and recognizes that each of the three municipal partners maintains full autonomy to pursue indoor recreation facility development as directed by their respective councils.

Planning Process

Development of this plan was a significant undertaking. The plan is based on robust primary and secondary research and community and staff input. As illustrated in Figure ES-1, a four-staged planning process was applied.



Figure ES-1. Planning Process

Engaging Our Residents and Stakeholders

The best plans are those that the community creates together. In alignment with our planning principles, development of this plan worked to provide anyone with an interest in the Tri-Region's recreation facilities a meaningful opportunity to help co-create its future. The success of this strategy will require support from residents, stakeholders, user groups, municipal departments, volunteers and all parties that assist in the delivery of recreation services in the Tri-Region. The preparation of the Tri-Plan provided all interested in engaging in outdoor recreation opportunities to give meaningful, impactful input that was critical in helping the project to take shape. Engagement occurred in two phases:

1. Understanding Issues, Gaps and Demands for Recreation Facilities

We applied innovative engagement approaches such as sounding Boards, MindMixer and roving kiosks to enable stakeholders and residents to participate in the planning process and to help us better understand the issues, perceived gaps and demands for recreation facilities.

2. Presentation of Draft Indoor Facility Strategy

The Draft Strategy was presented to the public for review and feedback to see if we got it right, and how the strategy could be improved going forward.



WHAT WE HEARD...

Participants
polled felt
70%
satisfied with
current in-door
recreation
facilities.

“ Incredible growth in the region has put pressure on all recreation facilities and the demand for space is limiting the opportunities for program growth and introduction of new forms of recreation in the area... The existing facilities are well planned, not extravagant and very functional. ”

— Comment from MindMixer Feedback

THEMES



SCHOOLS ARE AN OPPORTUNITY

Creating enhanced indoor recreation facilities that benefit both schools and nearby residents with low rental costs have the potential to serve many users. High school students surveyed used indoor sports fields the most out of all in-door facilities. The stakeholders also indicated the most support for additional indoor sports fields.



STONY PLAIN HAS THE GREATEST NEED

Participants felt that because the Trans Alta Tri-Leisure Centre is located in Spruce Grove, the best location for a new multi-plex facility would be in Stony Plain or nearby in Parkland County in order to serve more users.



EXISTING FACILITIES NEED UPDATING

With the growing demand on indoor recreation facilities, participants felt that upgrading could help to better serve users.



A NEW LEISURE POOL IS DESIRED

We heard from many stakeholders that a new leisure pool was most needed which also went hand-in-hand with the results we heard from the phone survey—that swimming was the most popular activity.

TRI-LEISURE CENTRE:

A facility serving the whole region

Participants told us:

- It is the regions most used facility
- It has reached capacity and often feels very crowded.
- Maintenance is not keeping up with increased usage, resulting in unclean facilities.
- Features are outdated and inadequate.
- Due to increasing demand for organized hockey and swimming lessons, leisure times have been reduced for swimming and skating.
- Practice times are being offered too late for younger children.
- Hockey has dominated the demand on ice time.
- It's expensive for youth and families.

HOW WE CONSULTED CITIZENS AND STAKEHOLDERS:



Stakeholder workshop feedback:

A common vision and goals were discussed during the workshop and many of the comments reflected the desire to see indoor recreation facilities in the region to be more

INCLUSIVE + ACCESSIBLE + EQUITABLE

especially to vulnerable populations, youth, families, and adults 30-65.

Participants felt that

10-20 KM

is the ideal distance to travel for indoor recreation facilities

According to the phone survey, these are the

FACILITIES MOST NEEDED

1.  LEISURE SWIMMING
2.  ADVENTURE SPORTS FACILITIES
3.  FITNESS AREAS WITH EQUIPMENT
4.  ARENAS



Capacity and Utilization Analysis

Capacity and utilization analyses review how facilities are currently being used and anticipate their use into the future using projected population figures for the Tri-Region. Understanding how, and how much, our current indoor recreation facilities are utilized was critical to determining the need for an expanded supply of facilities. As such, to the extent that data would allow, we worked to understand how many available hours each recreation facility type was utilized over the last number of years. We then used these trends in utilization, together with the region's estimated population growth scenarios, to project potential future facility utilization for each existing facility type.

The utilization and capacity analysis of the indoor recreation facilities in the Tri-Municipal Region has confirmed the following:

- **Ice Arenas** throughout the Tri-Municipal Region (Stony Plain, Spruce Grove) are booked to capacity during prime times of evenings and weekends.
- The **Tri-Leisure pool** is currently booked to 95% capacity and more facilities are required in the short term.
- **Multipurpose rooms and community halls** have excess capacity.
- Booking data for **gymnasiums** was inconsistent, but through anecdotal evidence and public engagement findings it is clear that gyms are at or near capacity.
- **Fieldhouses** are very busy during primetime hours, and are forecasted to be overcapacity during primetime hours within 10 years.



Access to Recreation Facilities

The distance residents have to travel to access a recreation facility influences their recreation choices. We heard clearly from residents and stakeholders that the siting of facilities is an important consideration as most residents were prepared to travel between 10–20 km to access a facility. Recognizing that time and travel distance are the most common barriers to recreation participation, we evaluated the percentage of residential parcels in the region that are within a 15 kilometre drive to each recreation facility type. Through this analysis, as summarized in Table ES-1, we found that most residents have reasonable access to most recreation facility types.

Table ES-1. Access to Facilities

Indoor Recreation Facility Type	Number of Facilities	Percent of Residential Parcels within Distance of Facility Type		
		5 km	10 km	15 km
Arenas	5 ice surfaces	72%	85%	97%
Fieldhouses	2 fields	36%	80%	92%
Indoor Fitness	1 (public)	36%	80%	92%
Community Halls/ Multi-purpose	13 halls/rooms	100%	100%	100%
Gymnasiums	20 gyms	100%	100%	100%
Indoor Pools	1 leisure pool 1 lane pool	36%	80%	92%
Indoor Playgrounds	1 playground	36%	80%	92%
Curling Ice	10 sheets	72%	83%	95%
Indoor Gymnastics	1 facilities	42%	81%	90%

Indoor Recreation Facility Needs Summary

The common threads through all forms of analyses was the need for more arena, pool and fitness/wellness facilities in the Tri-Region. Indoor adventure facilities ranked highly in public engagement as a desired facility type. Listed below are the five-top ranking facility needs for the Tri-Region.

Table ES-2. Facility Need

Rank	Facility Type
1	Leisure Pool
2	Arena
3	Indoor Adventure
4	Fitness/Wellness
5	Fieldhouse/Dry Floor Areas

Moving Forward

Vision

To guide decision making around indoor recreation facilities, a shared vision has been crafted. The vision has shaped this document and will continue to help guide the direction and priorities of indoor facility provision in the Tri-Region:

Our indoor recreation facilities are the centerpiece of community spirit and wellness in our communities and destinations for active and passive recreation opportunities. Our facilities are adequately meeting the region's indoor recreation needs and support meaningful and accessible recreation experiences that foster individual health and wellbeing, community wellbeing, opportunities for life-long participation and economic diversification. These facilities, which will be enjoyed by residents and visitors alike, are helping to position the region as a major quality of life destination in Alberta.

Through engagement, we heard that our facilities needed to be more:

Inclusive: make indoor facilities more inclusive, offering programs for everyone (all ages, gender, culture and socioeconomic status).

Accessible: to be barrier free and more accessible to all residents.

Equitable: making more programs available to a greater number of people in the short term.



Outcomes

Recreation facilities are purposeful strategies. The provision of recreation facilities is an essential service that enables the following individual and community outcomes to be achieved:

Our residents will:



Have a higher quality of life.



Be more physically active, more often throughout their daily lives.



Be healthier and live longer.



Have higher self-esteem, self-confidence and life satisfaction.



Have stronger relationships with their family, friends and the community as a whole.



Have greater pride and connection to their community.

Our region will:



Attract and retain more skilled workers and employers.



Diversify and strengthen its economy through sport and recreation based tourism.



Experience stronger land values.



Experience lower health care costs and costs associated with crime and other anti-social behaviours.

To take steps toward realizing the desired outcomes above, the Tri-partnership will be keenly focused on achieving the following objectives:

1. Provide a diverse supply of indoor recreation facilities which meet the region's contemporary needs and allow residents to achieve their recreation and sport goals.
2. Enhance the supply and capacity of indoor recreation facilities to avoid or minimize waitlists for facility bookings and access.
3. Ensure the region's indoor facilities are inclusive, universally accessible, affordable and equitably distributed where they will serve the greatest number of people.
4. Maintain recreation facilities in the region to the highest standards of quality and condition within the capacity of the region's municipalities.
5. Ensure the facilities support and enable the delivery of exceptional programs and services.
6. Enable recreation facilities to host larger community and entertainment events.
7. Continue to collaboratively plan, design and manage recreation facilities through creative partnerships.

Strategic Directions

To achieve the above outcomes, 10 strategic directions have been identified that will be the focus of indoor recreation improvements over the next 10 years.

Strategic Directions:

1. Defer TLC Expansion to a New Multi-Purpose Leisure Centre

- 1.1** Rather than expanding and upgrading the Tri Leisure Centre, conduct a feasibility study for a new multiplex that includes a leisure pool, lane pool, twin arena, indoor adventure park, fieldhouse, fitness/wellness space, walking track and multipurpose programmable space.

2. Community Cultural Plan Integration

- 2.1** Review community cultural plans and examine the feasibility of integrating recommended new cultural facilities with recommended new recreation facilities from this Plan.

3. Arena Strategy

- 3.1** Complete the feasibility study for the twinning of the Glenn Hall Centennial Arena and expand the arena if deemed feasible.
- 3.2** Include considerations for a twin arena in the feasibility study for a new multi-purpose leisure centre.

4. Aquatics Strategy

- 4.1** Include considerations for an aquatics centre, including a zero-entry pool, lane pool and lazy river in a feasibility study for a new multi-purpose leisure centre.

5. Indoor Adventure Facility Strategy

- 5.1** Include considerations for an indoor adventure centre in the feasibility study for a new multi-purpose leisure centre.

6. Fitness/Wellness Strategy

- 6.1** Include considerations for a fitness/wellness facility and walking track in the feasibility study for a new multi-purpose leisure centre.

7. Fieldhouse Strategy

- 7.1** Include considerations for a fieldhouse in the feasibility study for a new multi-purpose leisure centre.

8. Land Acquisition

- 8.1** Establish two new sites for future regional facility development; major (25 acres) and minor (15 acres).

9. Community School Strategy

- 9.1** Prepare a community school charter to research existing conditions and ways to maximize community uses of schools.

10. Operational Strategy

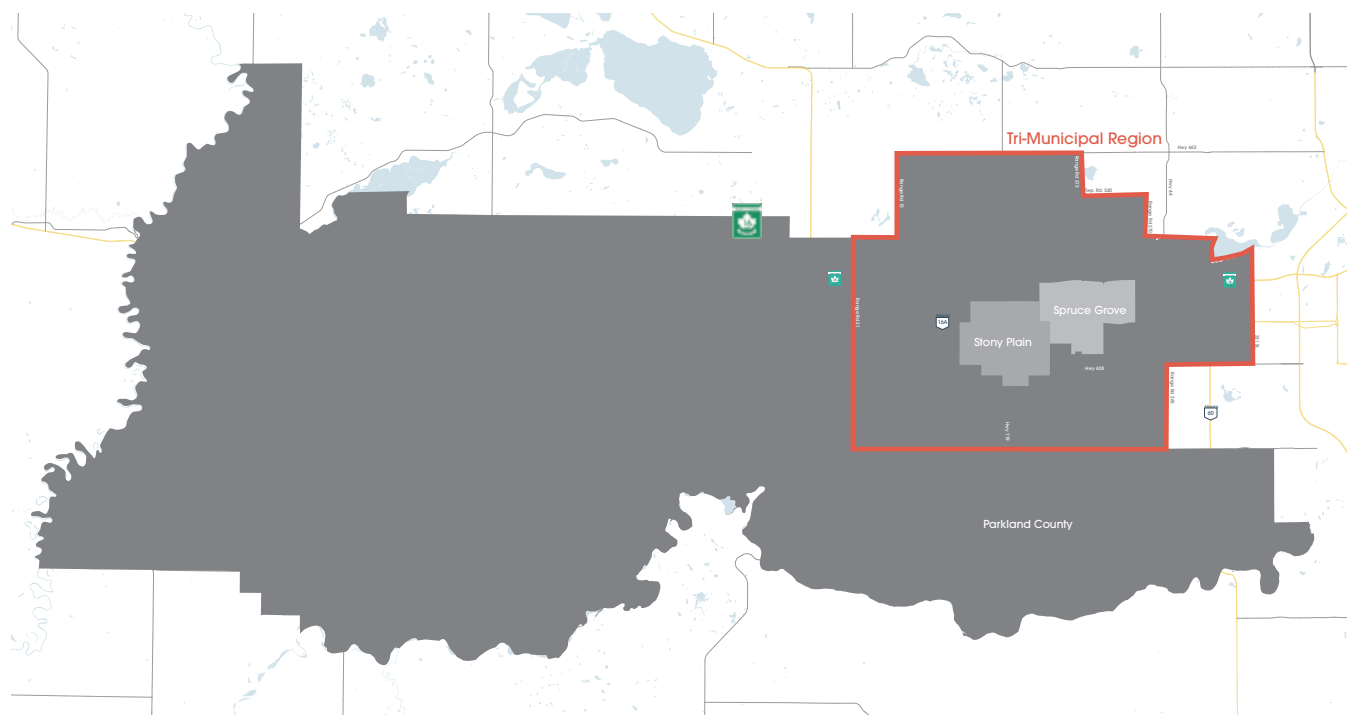
- 10.1** Utilize an online booking and registration program that could be used by all facilities to provide real time utilization information.
- 10.2** Adopt the Recreation Facility Development Process presented in Section 7.6. between the Tri-Regional Partnership that establishes clear processes for facility planning, approvals, implementation and close out.
- 10.3** Establish and implement a fees and charges policy to be applied to all regional facilities.
- 10.4** Prepare a standardized policy for primetime/non-prime time in each facility category, such as arena, aquatics, fitness/wellness, fieldhouse, community gym.
- 10.5** Review and update the barriers to access services and how they might be addressed in new policies that ensure equal access.
- 10.6** Review and update existing joint-use agreements and establish joint-use agreements for existing and new recreation facilities that do not currently have agreements.
- 10.7** Develop a cost sharing agreement between Tri-Municipal partners.

1.0 INTRODUCTION

The Tri-Municipal Region is comprised of the City of Spruce Grove, Town of Stony Plain, and electoral divisions 1, 2, 3 and most of 4 within Parkland County (see Figure 1). Our region is one of the fastest growing regions in Alberta. With future population growth anticipated, we expect increased pressures on our existing recreational facilities and demands for more and different recreation facilities and the programs they support.

As partners, our municipalities in the Tri-Municipal Region, known as the Tri-Municipal partnership, are working collaboratively to plan for, provide and / or enable the provision of recreation opportunities to our residents. Working together, we have assembled an impressive supply of indoor recreation facilities that support a diversity of highly used recreation programs and services. A cornerstone of our partnership has been the development and

operation of the renowned Tri-Leisure Center. Though we have had success in the past, we know that our population will continue to grow and change, as will the recreational interests and needs of our residents. Planning today is essential to ensuring we continue to meet the needs of our residents tomorrow and do so within the capacity and operational realities of our communities.



■ Figure 1. Tri-Region Municipal Boundary

1.1 Purpose of the Plan

The provision of recreation facilities and supporting programs and services are a means to an end. Recreation facilities and the programs and services they enable are purposeful strategies applied to help address challenging and complex issues facing our communities. However, realizing the benefits of recreation doesn't just happen by chance. It requires well thought-out, data-driven, and outcomes-focused plans that set the direction for the types of recreation facilities that are most needed, by when and where. Critical consideration needs to be given to the growth and make-up of our communities currently, and how that may change in the future, the trends in the recreation sector and the preferences of our residents.

Working collaboratively with our residents and partners, this Plan, known as the "Tri-Plan" is a framework for regional collaboration and will guide decisions regarding the development and enhancement of indoor recreation facilities in the Tri-Region over the next 10 years.

The plan is intended to be guiding in nature and recognizes that each of the three municipal partners maintains full autonomy to pursue indoor recreation facility development as directed by their respective councils. At the same time, this plan recognizes the benefit of inter-regional collaboration, supports the Inter-Municipal Collaboration Frameworks required under the *Modernized Municipal Government Act*, provides a basis for agreed upon cost sharing and is a commitment to continuing a legacy of strong partnerships and a collaborative approach to providing essential recreation services to our residents.

1.2 Planning Principles

To guide our planning process, we developed and followed a series of planning principles. The principles were used as a touchstone to ensure the planning process, the resulting plan and strategies for moving forward were appropriate, comprehensive and effective. The principles will

Recreation...

the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.¹

also be used to guide regional decisions that are not covered in this plan. The planning principles include:

Outcomes Focused—all strategies and actions identified in the plan will enable the region to achieve the desired outcomes that have been established for recreation at the local, provincial and national levels.

Need versus Demand—the planning process has worked to determine the region's true needs rather than solely responding to expressed demands.

Evidence Based—the plan has utilized the best available data, research and evidence to justify the identified strategies and actions.

Meaningful Engagement—the region's residents and recreation stakeholders and partners has been meaningfully involved in co-creating the plan.

Future Oriented & Responsive to Trends—the strategies and actions are responsive to current pressures but focused on the needs of the future and the trends in the recreation sector.

Aligned—the strategies and actions align with and contribute to the priorities identified in relevant national, regional and local policies.

Achievable & Implementable—strategies and actions are clear, implementable and achievable.

1.3 Planning Process

Development of this plan was a significant undertaking. The plan is based on robust primary and secondary research and community and staff input. As illustrated in Figure 2, a four-staged planning process was applied.



■ Figure 2. Planning Process

1.4 A Look Back At 2009

In 2009, the Tri-Municipal Partnership approved the inaugural Tri-Region Indoor Recreation and Culture Facilities Strategy. Recognizing that the region had undertaken a robust analysis at that time, it made sense that development of this plan began with a reflection on what was or was not implemented from the 2009 plan and why and what is still relevant today. As illustrated in below, some progress toward implementation of the plan was made. Through this planning process, we have reviewed and revised the 2009 recommendations to suit the modern needs of the Tri-Region residents and the most recent trends in the recreation sector. Though the 2009 plan included Culture, all three municipalities in the Tri-Region have now completed individual cultural plans and cultural facilities have not been included in this plan. Instead, as new recreation facilities are planned in the region, opportunities to integrate culture into the recreation facilities will be sought by reviewing the respective cultural plans.

As new recreation facilities are planned in the region, opportunities to integrate culture into the recreation facilities will be sought by reviewing the respective cultural plans.

Update on 2009 Recommendations



Feasibility Study: Tri Leisure Centre

Recommendations

Explore the potential of including the following facility components:

1. Expansion of fitness/wellness spaces
2. Expansion of child play spaces
3. Additional community meeting rooms/volunteer resource centre
4. Additional program/combatative rooms
5. Indoor climbing wall
6. Indoor gymnastics facilities
7. Upgrades suggested by facility assessment

Progress to date

A feasibility study was completed in October 2009. No upgrades have been planned or completed at the Tri Leisure Centre since the feasibility study was completed, however the Border Paving Athletic Centre does satisfy the indicated need for indoor gymnastics, indoor meeting space and a volunteer resource centre.

Actions carried forward into 2017 Update

We recommend to pause any expansion plans for the facility.



Feasibility Study: Glenn Hall Centennial Arena

Recommendations

Conduct a study to explore the potential of additional facility components:

1. Additional indoor ice/spectator arena
2. Fitness/wellness spaces
3. Child-play space
4. Additional community meeting rooms/volunteer resource centre
5. Additional program/combatative rooms
6. Indoor climbing wall
7. Indoor gymnastics
8. Leisure ice

Progress to date

A feasibility study and/or addition of facility components have not been completed to date.

Actions carried forward into 2017 Update

The Glenn Hall Centennial Arena has been included in the recreation facility feasibility study in the Town of Stony Plain's 2017 Corporate Plan.



Land Acquisition

Recommendations

Begin planning and discussion to support two sites:

1. Type 1 - Major Regional (25 acres)
2. Type 2: - Minor Regional (>15 acres)

Progress to date

No sites have been officially identified to date.

Actions carried forward into 2017 Update

We recommend that land acquisition continue for two sites.



Feasibility Study: New Indoor Aquatics Venue

Recommendations

Conduct a study to explore the development of a new venue including:

1. Leisure aquatics
2. Program aquatics
3. Fitness/wellness spaces
4. Child-play space
5. Community meeting rooms/volunteer resource centre
6. Program/combatative rooms
7. Indoor climbing facility

Progress to date

A feasibility study has not been completed to date.

Actions carried forward into 2017 Update

We recommend a feasibility study for a new indoor aquatic centre as well as an indoor climbing facility as part of an indoor adventure centre.

2.0 DECISION SUPPORT FRAMEWORK

Difficult decisions need to be made about the type and location of recreation facilities that will be enabled in the region. In keeping with the *Pathways to Wellbeing: A Framework for Recreation in Canada*, we are also working to make decisions that are outcomes-focused and data-driven. As such, in making these decisions, it is important to differentiate between community “demands” and community “needs”. We need to ensure our resources and capacities are being allocated in a manner that attains the greatest public good for our residents. The greatest public good is achieved when an investment will provide a direct or indirect benefit to all residents in the region regardless of whether they utilize and indoor recreation facility or not.

To help us prioritize, and to ensure we are outcomes-focused and data-supported, we developed a clear and transparent decision support framework. The framework ensures we comprehensively evaluate each facility option proposed by the community and staff and consider key facility planning triggers. In addition to serving as an evaluation framework, it is also intended to serve as a tool to “trigger” the review and evaluation of particular indoor facility needs.

The decision support framework and planning triggers have been applied to evaluate the facility recommendations in this plan and will be used by the Tri-Municipal Partnership to evaluate any future facility proposals that may arise outside of the strategies in this plan.

Decision Support Framework...

Assists partners to make transparent, informed decisions on the use of funding and observations.

Outcomes Alignment—The proposed priority will support the Tri-Region in achieving the outcomes identified in this plan and is part of the core recreation service functions of the regional municipalities or new functional areas as contained within broader strategic planning.

Public Benefit—All citizens in the region will benefit directly or indirectly regardless of their participation in recreation programs.

Demographic Trends—Population trends and growth areas in the Region support a need for the **proposed priority**.

Recreation Trends—Recreation trends support the proposed priority.

Community Demands—Recreation stakeholders and the community at large identified and supported the proposed priority during engagements.

Capacity—Analysis of indoor recreation facility capacity and utilization in the Tri-Municipal Region supports the proposed priority (70–100% primetime utilization).

Conditions & Functionality—Facility or facility spaces currently being used have less than 25% remaining in their lifecycle (as determined by ongoing lifecycle planning)



■ Figure 3. Decision Support Framework

3.0 BENEFITS OF RECREATION

Recreation has a rich history of advancing individual and community well-being. In fact, most Albertan's (68%) believe that their communities benefit a "great deal" for municipally provided recreation services². Collectively, the Tri-Municipal Partnership views recreation as a means to an end. It is a tool used to address many challenges facing our communities such as growing levels of sedentary behaviours and declining health, growing mental illness, creating strong and productive youth, declining social capital and connectedness, reduced family time and cohesion, rising crime and anti-social behaviours, social disconnectedness and the attraction and retention of residents, skilled labour and businesses and economic diversification and growth, to name a few.

As identified in *Pathways to Wellbeing: A Framework for Recreation in Canada*, we know there is strong empirical evidence that recreation brings many benefits to our communities and, if our residents actively participate, recreation is a proven strategy to help to address the challenges above among others. Therefore, the recreation facilities we provide and support throughout the region are vital to ensuring the benefits of recreation can be realized.

Recreation is essential to personal health; People who exercise live longer, and have better health, increased physical mobility, improved psychological wellbeing and an overall improved quality of life.¹

Did You Know That...

47% of Albertans prioritize leisure over work

78% of Albertans believe recreation reduces reliance on health care system

97% of Albertans believe that recreation is a major contributor to quality of life

64% of Albertans would pay increased property tax if recreation services were enhanced³

Benefits of Recreation



Personal

- Enhance quality of life, wellbeing and extend life expectancy.
- Lower levels of obesity and chronic disease, decrease stress levels, and decrease mental health problems.
- Restore physical and mental health.
- Strengthen self-esteem, self-image, creativity and productivity of children, youth and adults.



Community

- Strengthen family connectedness.
- Help people connect with each other, leading to more cohesive and engaged communities.
- Build sense of place and community pride.
- Enhance understanding and appreciation of cultural differences.
- Reduce anti-social behaviours, crime and associated justice costs.



Economy

- Attract and retain skilled labour and business investment.
- Diversify and strengthen local economies through tourism.
- Enhance land and home values near recreation opportunities.

4.0 OUR PLANNING FOUNDATIONS

The strongest plans are based on a solid foundation. Where a community has been, how we have grown, who our people are, and what we are working to achieve as a region provide a fundamental foundation on which our plan for recreation facilities is based. The following sections present our region's current population and demographics, our projections for regional population growth, the policy context to which our plans need to align and the most prominent trends influencing recreation choices in the province and beyond.

4.1 Population & Demographics

4.1.1 Population

The Tri-Municipal Region is home to approximately 69,502 residents who live in approximately 26,000 different dwellings.¹ Though the population grew by 3.5% from 2006 to 2011, it is growing between the provincial average of 2.7% and the national average of 5.0%. As this is a 10-year plan, it is also important to consider how our population might change over the next 10 plus years. Analysis of the Alberta Municipal Affairs population profiles data (see the table below) suggests that the population could grow to approximately 103,500 people in this timeframe.²

Our population is not uniformly spread throughout the Tri-Municipal Region. In fact, the urban centres of the Tri-Municipal Region contain over 66% of our population (2014 populations). In line with population distribution, the region has seen much of its growth in new residential development occur around the urban centres of Spruce Grove and Stony Plain. In 2015, Stony Plain saw its housing starts double from the previous year to a total of 381. The addition of these new neighbourhoods, are an indicator of where new facilities may be required over time.

Residents occupy over 26,500 private dwellings. Population growth has been driven by the relatively lower cost of living than experienced in Edmonton, a newer and more affordable housing stock and a high quality of life to which recreation and leisure services contribute. Family-oriented neighbourhoods, sports and recreational amenities, and good schools were valued by local residents as playing key roles in maintaining a high quality of life. (City of Spruce Grove Economic Development Strategy 2010-2020).

The Tri-Municipal Region has a relatively broad economic base; however, nearly 40% of our workforce still commutes outside the area for work. This is due to the fact of the proximity to Edmonton, as well as the significant portion of our population working in oil and gas.

Growth Trend	1991	1996	2001	2006	2011	2016	2021 (HIGH)	2026 (HIGH)
Spruce Grove	12,908	14,271	15,983	19,541	26,171	34,066		
Stony Plain	7,226	8,274	9,624	12,363	15,051	17,189		
Tri-Municipal Portion of Parkland	12,084	13,287	14,619	14,707	16,398	N/A		
TOTAL Tri-Municipal Region	32,218	35,832	40,226	47,534	57,620	N/A	92,300	103,500

- ¹ Based on a 2014 Tri-Municipal Region census
- ² The reason why the 2016 Portion of Parkland figure is N/A is because the 2016 electoral subdivision upon which the previous years' values are based were not yet released for the 2016 census at the time of the report's writing.

4.1.2 Demographic Profile

As shown in Figure 4, the region has a higher-than-average youth population (age 0–14). Yet, by contrast, the median age of the Tri-Municipal Region is 42.2, according to the 2011 federal census; our population is aging, with our median age increasing 7.3 years from 34.9 in 1996 to the latest observed level. Both provincially and federally, the median age is also increasing, but both show a lower median age than Tri-Municipal Region– in 2011 Alberta’s median age was 36.5 while Canada’s was slightly higher at 40.6.

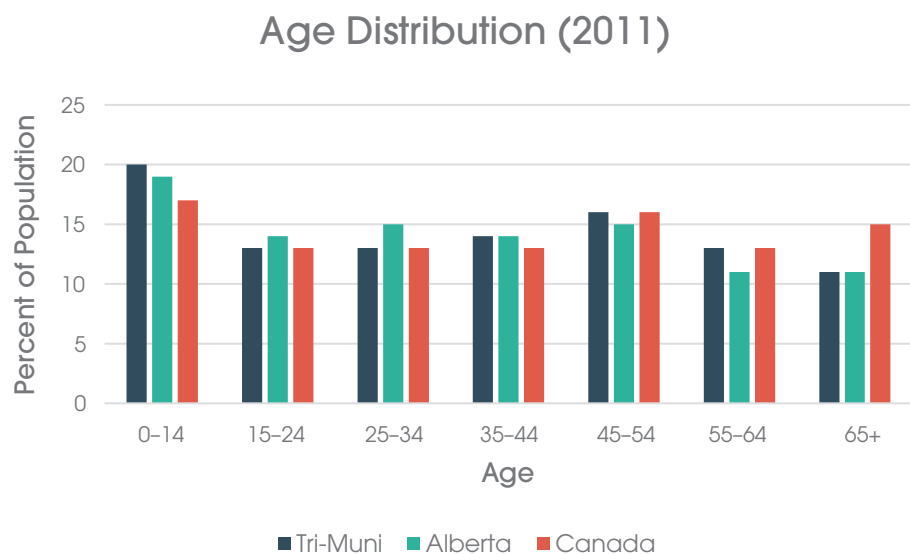


Figure 4. Age Distribution

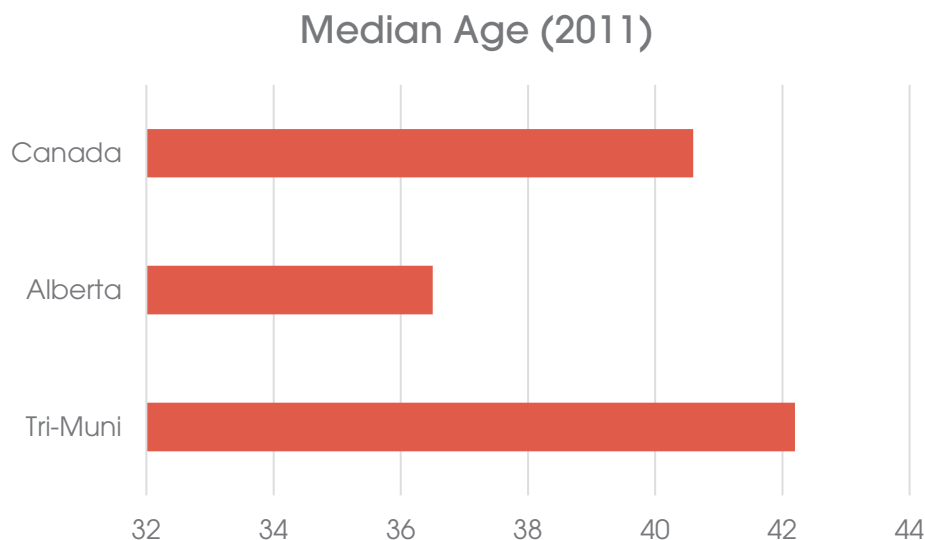


Figure 5. Median Age

It is also important to have an understanding of education and income levels and distribution throughout our Tri-Municipal Region, as research shows that those with lower incomes and typically foundational levels of education may face greater barriers to recreation participation. The distribution of education and income levels are also important when thinking about the equitable siting of facilities and programming. Statistics Canada data shows that in terms of education levels for the Tri-Municipal Region: college diplomas are equivalent to the provincial average, there is an above average amount of apprenticeship or trades certificate or diplomas and a below provincial average amount of university degrees⁴. As of 2011, the median household income in the region was \$92,347, which was greater than the provincial median. There is less prevalence of low income across all age categories in the Tri-Municipal Region than the province.

The Tri-Municipal Region's immigrant population comprises approximately 6.7% of the population, or about 2,050 people, according to 2011 Statistics Canada data. Two hundred and twenty-five of the Tri-Municipal Region's immigrant residents came to Canada between 2006 and 2011. The Tri-Municipal Region has a relatively low population of visible minorities. Approximately 2.7% of the Tri-Municipal Region's population belonged to a visible minority (835 people) compared to 18.4% of Alberta. The largest visible minority groups in the Tri-Municipal Region include Filipino and South Asian.

4.1.3 Growth Projections

Estimating how the region's population could change over the planning horizon is essential to understanding how demands on recreation facilities may change. Current and future predicted population data was based on the dissemination areas that correspond with the Tri-Municipal Region boundaries (Division 1,2,3, and 4 of Parkland County in addition to Spruce Grove and Stony Plain populations as reported in the *2015 Community Scan and Analysis report for Parkland County* (ISL Engineering). A municipal census for the Tri-Municipal Region done in 2014 had reported a population of 69,502 for the Tri-Municipal Region as a whole. A long-form federal census was conducted in the late spring of 2016 and preliminary results are reflected in the Alberta Finance data used in our projections.

Presented below are projections for low, medium and high growth for the next 10 years, using the Least Squares Method of Exponential Trending, presented below as projections for the years 2021 and 2026.

4.1.4 Implications of Population and Demographic Change

The Tri-Municipal Region population is forecasted to grow by nearly 70% in the next 10 years. This means that there will likely be significant increases in demand for recreation services. As the population grows, the capacity of the recreation system should also grow to ensure that indoor recreation facilities have enough capacity to serve the region without being overcrowded. Planning for growth is an important part of our success in delivering quality recreation services that are available to all.

Our population distribution shows higher than average numbers in the age groups of 0–14, 45–54 and 55–64. These age groups have come to represent some of our target markets for recreation. Providing recreation options for the needs of children, youth and older adults is a priority. Together these age groups account for about half of the Tri-Municipal Region population. While it is the goal of this Plan is to provide quality indoor recreation facilities for all, extra emphasis should be put on the target markets as they make up higher than average proportions of our population.

Table 3. Growth Projection

Projected 2021 Growth	
Low Growth	85,475
Medium Growth	89,833
High Growth	92,300
Projected 2026 Growth	
Low Growth	96,500
Medium Growth	97,500
High Growth	103,500

4.2 Policy Context & Alignment

Indoor recreation facilities in our region contribute to, are impacted by, and are required to align with a diversity of policies at the national, provincial, regional, and local levels. We have ensured this plan aligns with the key policies in the following ways:

Background Policy



National

Relevant Policy

i. Pathways to Wellbeing

The framework establishes the strategic direction for recreation in Canada including establishing a new definition of recreation, vision for recreation five strategic goals that the sector is to work towards achieving:

1. Active Living
2. Inclusion & Access
3. Connecting People & Nature
4. Supportive Environments
5. Recreation Capacity

Response

National Policy, Municipal Scale

- Adopting the outcomes and definition of recreation.
- Ensuring facilities will support physically active recreation and spontaneous play at all stages of the life.
- Providing clear facility siting & design principles that will ensure facilities are inclusive & accessible, minimize discrimination based on sexual orientation / identity, located near public transportation system and minimize negative environmental impacts.
- Encouraging the review of pricing policies to minimize barriers to participation for those in need.
- Considering the ethnic diversification of the regional population and the implications on the supply of indoor facilities.
- Taking a regional systems approach to determining future needs and considering the capacity of facilities provided by all players in the system (public, non-for-profit and private).
- Basing decisions on facility investments on qualitative and quantitative evidence.
- Recognizing the Tri-partners roles and responsibility for leisure education.



ii. Canadian Sport Policy 2012

This Policy sets direction for governments, institutions and organizations that are committed to realizing the positive impacts of sport on individuals and communities. The Policy vision is to have by 2022 “*a dynamic and innovative culture that promotes and celebrates participation and excellence in sport.*” Policy goals seek to help Canadians:

- Develop skills, knowledge and to participate in sport;
- Have opportunity to participate in sport for fun, health, social interaction and relaxation;
- Achieving world-class results at the highest levels of competition; and
- Using sport as a tool for social and economic development.

Aligned Values and Direction

- Ensuring facilities will support accessible and equitable sport delivery that reflects the full breadth of interests, motivations, objectives, abilities and diversity of the region.
- Basing facility modeling on qualitative and quantitative evidence to develop a technically sound rationale for decision making.
- Taking a regional approach that maximizes organizational capacity through partnerships and cost sharing that economizes on recourses to achieve a long-term sustainability.
- Collaboration with education sectors and with community organizations, service providers and the private sector to maximize opportunities for indoor recreation.
- Research supports the identification of conditions under which programs and policies have the strongest potential to deliver on their objectives.
- Align with the direction of creating accessible and inclusive sport culture.
- Our plan aligns with the Long-term Athlete Development Framework to provide opportunities for athletic development for all ages and abilities. We target programs that ensure the greatest public good by supporting Active Start, FUNdamentals, Learn to Train, Train to Train, and Active for Life stages outlined in the Long-term Athlete Development Model.



Relevant Policy

i. Active Alberta 2011-2021

The Policy sets the direction for maximizing the effectiveness of provincial investments related to sport and recreation. It establishes the direction of the Government of Alberta and identifies the role of municipal governments is to:

- 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.
- Coordinate the best use of community resources.
- Build, operate, and maintain infrastructure and facilities.
- Make best efforts to the recreation needs of community.
- Optimize access and use of public recreation facilities.

ii. Going the Distance: Alberta Sports Plan 2014-2024

Sets the direction and vision for provincial investments related to sport, recreation, and active living in Alberta. Realizing the positive impacts of sports for individuals and communities across Alberta, the Plan helps stakeholders at all levels to identify their contribution, confirm their roles, strategically plan, and make decisions about actions and investments that contribute to strengthening sport in Alberta.

Response

Inspiring active recreation

We want citizens to feel empowered and supported by recreation options in order to meet their physical activity goals. Our strategies help people living in the region by supporting more and better recreation options.

Assessing and planning

A detailed assessment of current indoor recreation facilities and their capacities help to base decisions about future facilities that will support the current and future community needs.

Cohesive and aligned

Aligning values and resources between the Tri-partners helps to better service residents in all three municipalities with more and better options.

Maximizing resources

Tri-partners recognizing and collaborating on the planning and implementing of indoor recreation facilities align priorities and reap the greatest outcome for all.

Affordable and accessible

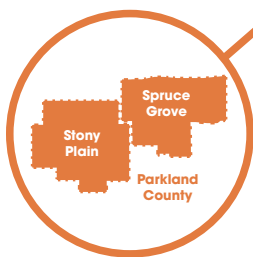
- Removing barriers for residents to access indoor sport and leisure facilities by providing a variety of affordable options that service the greatest number of people.
- Ensuring clear design standards.
- Clear facility siting and design principles ensure inclusive and accessible.

All levels of sport

Ensuring the all residents, including novice users, have access to sport facilities that support active living.

Increased recreation options

Ensuring the all residents, including novice users, have access to sport facilities that support active living.



Regional

Relevant Policy

i. **2010 Growth Plan: Growing Forward + 2016 Edmonton Metropolitan Region Growth Plan: Re-Imagine. Plan. Build.**

Updated every five to eight years, this regional growth plan outlines growth projections for the entire Edmonton metropolitan area including the Tri-Municipal area.

The Plan is shaped by overarching guiding principles including to “recognize and celebrate diversity of communities, and promote an excellent quality of life across the Region. In planning for will recognize and respond to the different contexts and scales, and to provide a variety of housing choice with easy access to ... community and cultural amenities.”

Response

Planning for Growth:

Population growth projections align with the Capital Region Plan in order to accommodate future needs. As an area of higher growth than average, we provide strategies that address current challenges related to rapid population increase and the impacts of future anticipated growth.



Local

Relevant Policy

i. **City of Spruce Grove - Your Bright Future Municipal Development Plan**

Establishes a long term vision and goals for the municipality. Relating goals include:

- *Goal 8* - Spruce Grove has a strong civic culture and a high quality of life.
- *Goal 9* - Spruce Grove offers diverse cultural and recreation programs in first-class facilities.
- *Goal 10* - Spruce Grove maintains mutually beneficial relationships with other municipalities and authorities in the Capital Region to undertake integrated land use and transportation planning, enhance service and program delivery, and adapt to changing circumstances.

Response

Regional strategy:

We are stronger together—aligning the direction from the three Municipal Development Plans allows us to collectively achieve the goals and visions set out by these documents.

Recommendations carried over:

The Tri-Plan will strengthen Goal 10: Partnerships by providing a collaborative recreation strategy between the three municipalities.

School strategy:

We recommend to continue partnerships with School Divisions to build community level facilities that include expanded gymnasiums and flexible use rooms. This aligns with strategy #10 from the Leisure Services Master Plan.



ii. **Uniquely Stony Plain: Municipal Development Plan 2013**

Defined by a vision with five key themes. Recreation is addressed in the plan through two of those theme:

- *Community development*—to have facilities for community gatherings and places for interaction including recreation facilities
- *Supportive infrastructure*—valuing, maintaining and improving recreational and cultural facilities for leisure activities.

The Plan establishes a strategic direction for the municipality to deliver recreational services within its financial capacity, to all—young and old.

iii. **Parkland County Municipal Development Plan** ***CURRENTLY BEING UPDATED**

“To plan and manage recreation facilities... for the advantage of all county residents.”

“Recognizing and accommodating these diverse needs within the scope of available resources requires cooperative planning and management practices”

iv. **Parkland County Parks, Recreation, and Culture Master Plan**

The Plan for establishes a vision, desired outcomes and strategies for recreation the County. The Plan for recreation includes:

- Collaboration for recreation
- Easy-to-access to quality and diverse recreation facilities
- Enhancing recreation programs
- Removing barriers to participation
- Growing capacity and improve data

v. **Leisure Services Master Plan:**

Strategy #10 - Move Toward Schools as Community Facilities

Inclusive environments and infrastructure

The principles of the Tri-Plan include creating inclusive and supportive environments that welcome the entire community and foster natural gathering spaces.

4.3 Important Regional Initiatives

Our residents largely ignore municipal boundaries when choosing their recreation facilities. As such, as we plan for future growth and changes to our Region over the next ten years, it is important to be mindful of other initiatives in and around the Tri-Region and how those initiatives may impact indoor recreation facility supply and usage by our residents. The below initiatives have been highlighted as they may affect the supply and demand of our facilities.

4.3.1 New Arena Proposed for Spruce Grove

Spruce Grove is proposing the development of a sport and events centre, which is envisioned to include two ice surfaces. The site for the potential project would locate it in the northeast portion of the city. Currently the project is being presented to the public through an engagement process, with Council to vote on the project in early 2018. If the project goes ahead it will increase the supply and capacity of ice surfaces in the Tri-Region and the quality of the facility will enhance the attractiveness of the Region for sport tourism.

4.3.2 Stony Plain Recreation Facility Feasibility Study

A Recreation Facility Feasibility Study was identified in Stony Plain Council's 2017-2019 Strategic Plan and is underway as part of the 2017 Corporate Plan. The results of the feasibility study will further investigate many of the recommendations made in this document, and give direction on how the Town should proceed with a new recreation facility.

4.3.3 Glenn Hall Centennial Arena Twinning

Stony Plain Council recently made a motion to add the twinning of the Glenn Hall Centennial Arena to the 2018 Corporate Plan was put forward by Council during the Fall 2017 Corporate Plan approval process. This will begin to address some of the need for additional ice in the Tri-Region.

4.3.4 Indoor Sport Field Development Proposed for Acheson

Preliminary development plans in Acheson suggest the development may include a major indoor sport field center in addition to expansion of industrial lands. If developed, this initiative will expand the region's supply of indoor sport fields though these facilities are anticipated to be offered by a private entity. Industrial growth may also impact the general population growth of the Region and commuting patterns. As Acheson continues to develop as an employment hub, where people are choosing to live and how they commute through the area should play a role in how we choose to locate recreation facilities.

4.3.5 Wabamun Arena Needs Assessment

Although the Wabamun Arena sits outside the borders of the Tri-Region, it offers ice time for those willing to make the drive to the arena. A sizeable portion of Wabamun's Arena use currently originates from the Tri-Region. The recommendations and implementation coming forth from the Wabamun Arena Needs Assessment will impact the ice capacity of the greater region and, similarly, development of additional ice capacity in the Tri-Region will impact ice utilization in Wabamun.

4.3.6 Entwistle Aquatic Facility and Community Hub

A feasibility study is currently being undertaken to develop an indoor aquatic facility and community hub to replace the current outdoor pool. The outcome of decisions in Entwistle will have impact on the amount of people commuting to use recreation facilities in the Tri-Municipal Region—the outcomes and futures of recreation facilities in Entwistle, and their anticipated impact on Tri-Region facilities should be considered in planning for future regional facilities.

4.4 Trends

Understanding which and how trends are influencing recreation choices in Alberta and Canada allows us to better plan today for the needs of tomorrow. As such, we have identified the most prominent trends and factored these into our decision making regarding future indoor recreation facility priorities.

4.4.1 Demographic

Baby Boomers with Time for Recreation: A significant portion of our population is at or near retirement age. As baby boomers move into retirement they have newfound free time for recreation. Recreation offerings must be made that are attractive, accessible and affordable for our retired populations.

Economic Inequality: Gaps between affluent and lower income families continues to grow. For recreation, this means that those with lower incomes often face financial and other barriers to participation in recreation. For example, Alberta residents with lower income levels have been found to be less physically active overall.⁵

Ethnic Diversity: Populations are becoming more diverse. As our ethnic composition broadens, recreation preferences will likely expand as well changing the types of indoor recreation facilities sought.

Trend...

An observable pattern in which something is developing or changing. They impact the way we design and deliver parks, recreation and culture facilities, programs and services.

Only **9%** of Canadian kids age 5–17 achieve the 60 minutes of heart-pumping physical activity they need each day.

Only **24%** of Canadian kids age 5–17 meet the recommendations of no more than 2 hours of recreational screen time per day.

Children are spending **50%** less time outdoors today as they did 25 years ago.⁷

4.4.2 Physical Activity & Health

Sedentary Lifestyles: According to the Canadian Physical Activity Guidelines, adults should have at least 150 minutes a week of moderate to intense physical activity. In 2012 and 2013 only one in five Canadian adults achieved the recommended amount of physical activity.⁶ Getting people active will increase both physical and mental health outcomes, and is proven to reduce costs for the public healthcare system.

Focus on children and youth: It is recommended that children and youth get at least 60 minutes of physical activity every day. A mere 9% of youth and children meet this guideline.⁸ For the first time in modern history, children are expected to have shorter lifespans than their parents. Decreasing sedentary lifestyles in all age groups is an important metric for the recreation and public health sectors.

4.4.3 Recreation Participation Trends

How people make use of our recreation facilities has an impact on how we should be planning and designing them. While it is challenging to determine what future use of facilities will look like, the below trends help to understand how participation trends have changed over time, giving insight into what we can expect in coming years.

Spontaneous and Unstructured Activities:

Enrolment in organized sports has been steadily decreasing over recent years, as shown in Figure 6. Only 13% of Albertans are enrolled in hockey and participation in swimming has decreased nearly

20% from 1988–2013 (Alberta Recreation Survey). The popularization of activities such as yoga, spin and pilates marks a shift in styles of participation—people are choosing flexible, spontaneous use activities over organized sports. It must be noted, however, that although the proportions of participation in team/organized sports are dropping, growing population in the Tri-Region means that there is still an increase in pressure on sporting facilities. For the Tri-Region the population is often increasing at a faster rate than participation rates in organized sports are declining.

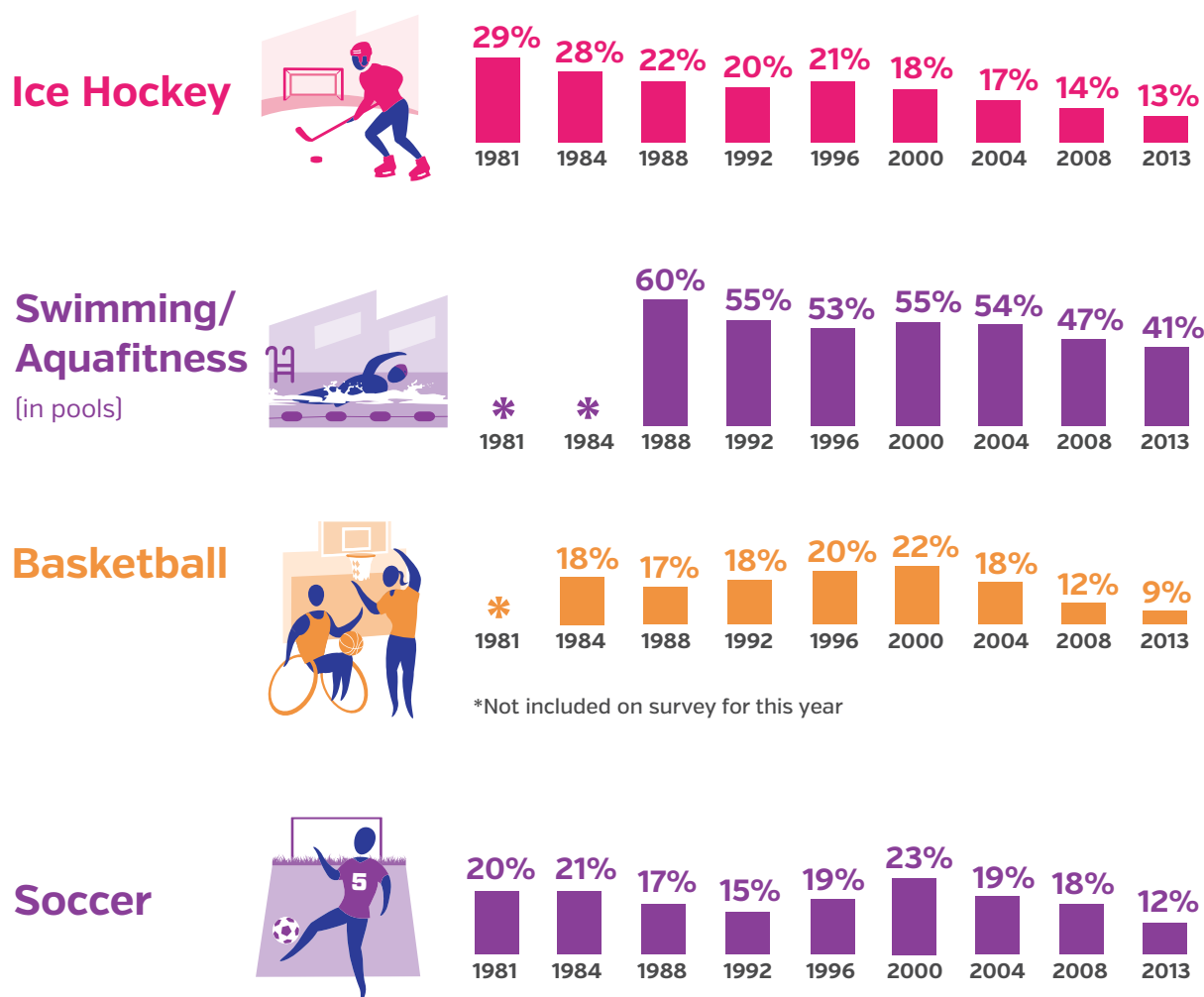


Figure 6. Participation in Organized Sports by Albertans³

Seeking Experience: The top three motivations that Albertans list for participating in recreation is: pleasure, relaxing, and physical health/exercise.³ These metrics give indications into the outcomes that people are looking for from recreation activities. The fact that the top two reasons to participation are for pleasure and relaxation indicates that people are seeking experience related to wellness from their time spent recreating. Albertans aren't simply looking for fitness from recreation, but are looking for rejuvenation through experience.

Decline in Participation: Generally, since 1992, the national sport participation rates of all Canadians have been declining.¹ As indicated above, there has been a decline in organized sports, but participation numbers have been dropping for other physical activities as well. While numbers are declining in physical activities they are increasing in less active types of recreation such as video games and attending a fair/festival. Finding activities that keep people engaged and active is important in maintaining the well-being of the population.

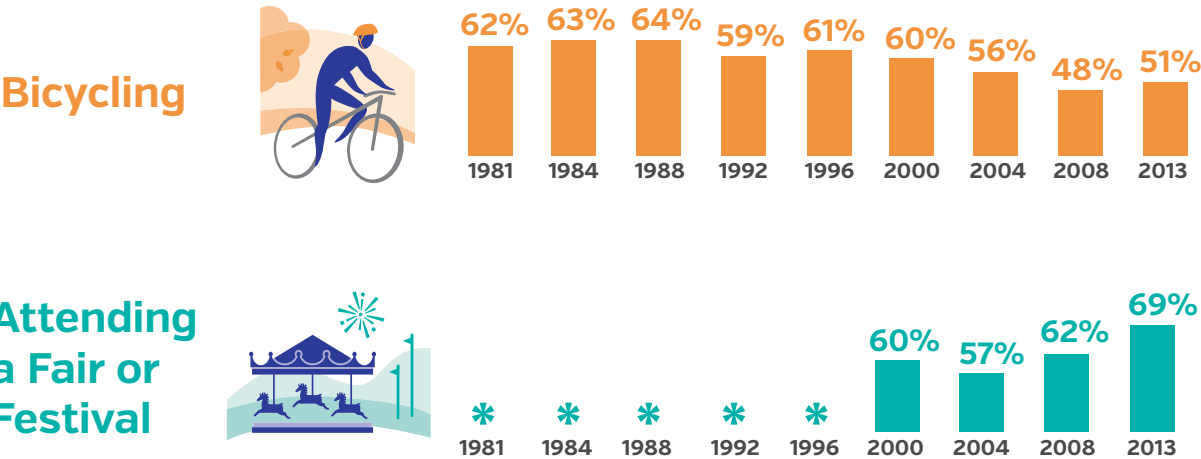


Figure 7. Changing Rates of Participation by Albertans³

4.4.4 Recreation Facility Trends

There are also important trends in the state of our recreation facilities and how they are planned, designed and operated. Detailed below are trends seen in recreation facilities.

Aging Recreation Facilities: Across Canada, recreation infrastructure is aging and ending its overall lifecycle at a faster pace than it is being replaced. If the current reinvestment levels are maintained there will be a decline in the overall condition of recreation facilities in the coming years.⁹

Universal Access: Emphasis for facilities is moving towards inclusion and access for all members of the population. Universal design gives access to facilities for people of any ability. Products and environments are created to be usable by all people without the need for adaptive, custom and/or retrofitted design. Within our public facilities there should be no physical barriers that prevent participation to any members of our population.

Gender Neutral: There have been moves by governmental bodies across the country to move to gender-neutral washrooms that are equally inviting for all people, regardless of their gender identification. This is part of initiatives to increase access and inclusivity at public facilities. People should feel welcome and able to enjoy facilities without fear of discrimination.

Multi-purpose Facilities: Housing a range of facilities under one roof creates a natural gathering space for the community that can function as a neighbourhood hub. Operating recreation facilities as hubs, rather than solely as sports centres, helps with social cohesion and well-being for the community. Grouping facilities together also creates efficiencies in maintenance and operations, which acts to minimize operational costs of recreation.

Flexible and Adaptable Space: As user preferences are moving toward the spontaneous and flexible, facilities should be able to match the flexibility and spontaneity demanded by our residents. Spaces should be made to be programmable and adaptable to suit a variety of uses and demands requested by unstructured activities.

Sustainability and Ethical Sourcing: Movements toward sustainable design and ethical sourcing of materials are, being reflected in recreation facilities. New facilities are being manufactured to meet environmental standards such as LEED (Leadership in Energy and Environmental Design) while older facilities are being retrofitted to introduce less energy intensive systems. Similarly, transparency is gaining importance in how materials are sourced. Facilities that can attain net-zero carbon emissions, for example, are often showcased as best practice and leaders in facility design.

5.0 INDOOR RECREATION FACILITIES TODAY

Planning the future of indoor recreation facilities in our region needs to begin with a comprehensive understanding of what indoor facilities exist in our region today.

5.1 Inventory of Indoor Facilities

Indoor recreation facilities are provided by a number of different providers in the region including municipalities, school districts, community associations and the private sector. Though our focus is on public sector provided and / or supported facilities, it is important that we acknowledge the full supply of facilities within the region's recreation system and ensure that the public sector work collaboratively with the other facility providers in the region.

For a region of our size, we provide an impressive network of indoor recreational facilities that host a broad mix of recreation and leisure programs. In total, residents have access to 53 different facilities provided on 42 different sites within the region. As illustrated in Figure 8. Recreation Inventory, our supply includes:

53 different recreation facilities provided on
42 different sites in the region

Indoor Recreation Facility Type	Number of Facilities
Arenas	5 ice surfaces
Fieldhouses	2 fields
Indoor Fitness	1 (public)
Community Halls/Banquet Rooms	13 halls/rooms
Meeting Rooms	7 rooms
Gymnasiums	20 gyms
Indoor Pools	1 leisure pool 1 lane pool
Indoor Playgrounds	1 playground
Curling Ice	10 sheets

6 Sport/Recreation Facilities



1. TransAlta Tri Leisure Centre
 - a. Leisure Ice
 - b. Arenas (2)
 - c. Aquatic Complex (Leisure pool and 25-metre 10-lane pool)
 - d. Fitness Centre and Running Track
 - e. Indoor Fields (2)
 - f. Gymnasium
- g. Children's Play Centre and Indoor Playground
- h. Meeting Rooms
2. Border Paving Athletic Centre
 - a. Gymnastics Gymnasium
 - b. Multipurpose Rooms (3)
 - c. Meeting Rooms (2)
 - d. Leasable Community Group Space
3. Spruce Grove Aarena
 - a. Grant Fuhr Arena
 - b. Stu Barnes Arena
 - c. Curling Rink
 - d. Agra Multipurpose Room
 - e. Grant Fuhr Lounge
4. Glenn Hall Centennial Arena
5. Westridge Curling Club
6. Spruce Grove Curling Club

15 Community Halls/ Multi-purpose Spaces



1. Garden Valley Community Hall
2. Parkland Village Community Centre
3. Sand Hills Community League
4. Rosenthal Hall Community hall
5. Brightbank Community Centre
6. Muir Lake Community Hall
7. Blueberry Community Hall
8. Melcor Hall
9. Elks Hall
10. Stony Plain Community Centre
11. Stony Plain Youth Centre
12. Multicultural Heritage Centre
13. P.E.R.C. Building
14. Heritage Park Pavilion
15. Clymont Community Hall

17 School Facilities



1. Spruce Grove Composite High School (2 gyms)
2. Greystone Centennial Middle School (1 gym)
3. Brookwood School (1 gym)
4. St. Joseph Catholic School (1 gym)
5. St. Marguerite Catholic School (1 gym)
6. St. Thomas Aquinas Catholic School (1 gym)
7. St. John Paul II Catholic School (1 gym—closed for renovations)
8. Woodhaven Middle School (1 gym)
9. Ecole Broxton Park School (2 gyms)
10. Millgrove School (1 gym)
11. Blueberry School (1 gym)
12. High Park School (1 gym)
13. Stony Plain Central School (1 gym)
14. Forest Green School (1 gym)
15. Muir Lake School (1 gym)
16. Parkland Village School (1 gym)
17. Stony Plain Memorial Composite High School (1 gym)

Figure 8. Recreation Inventory

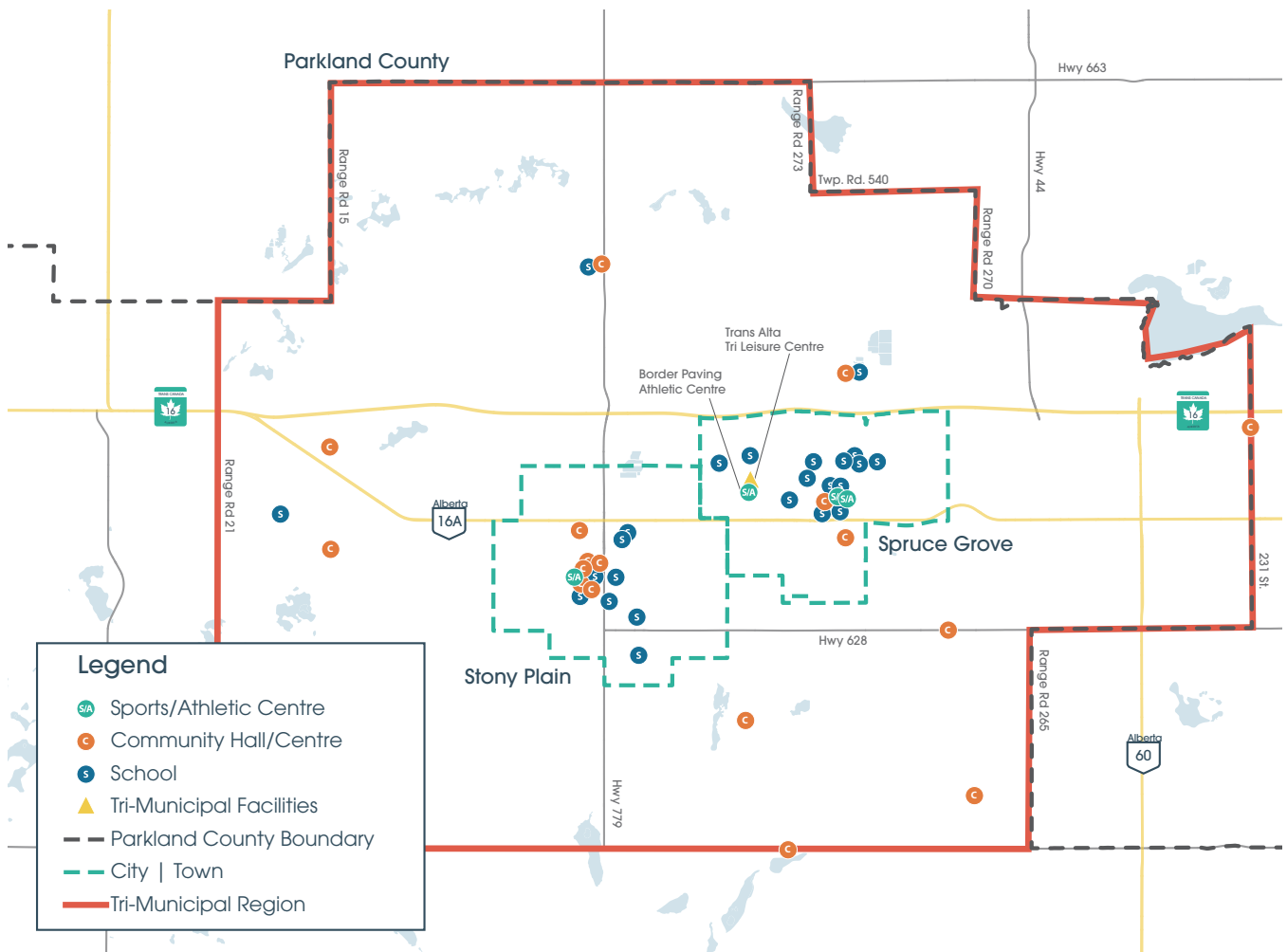


Figure 9. Facilities in the Tri-Municipal Region

6.0

RECREATION FACILITY NEEDS ASSESSMENT

One of our key planning principles was to work to determine the region's true indoor recreation facility needs. Through this planning process, many demands and desires were identified. However, we lack the ability to meet all demands and it is essential that we prioritize our limited capacity and resourcing on our greatest needs. To do so, robust analysis of data, a review and comparison of our region with industry guidelines and meaningful community input were used to generate an objective evidence based needs assessment.

Four distinct needs analyses were undertaken:

1. Geographic Information System based assessment of the accessibility of recreation facilities within the region.
2. Analysis of current booking utilization of indoor recreation facilities and projected facility utilization based on assumed population growth scenarios.
3. Analysis of facility provisioning based on population / facility ratios established within the recreation sector.
4. Meaningful community and stakeholder input on facility needs.

The results of the four independent needs assessments were aggregated and synthesized into a summary of regional indoor recreation facility needs. The following sections present and summarize our learnings.

6.1 Accessibility of Indoor Recreation Facilities

We know that the distance residents have to travel to access a recreation facility influences their recreation choices. We also know that quality can be a key determinant of facility usage. Though a facility condition assessment was not undertaken on our facilities, we did learn through the household survey that residents are generally satisfied with the quality and condition of facilities in the region.

We heard clearly from residents and stakeholders that the siting of facilities is an important consideration. Most residents were prepared to travel between 10–20 km to access a facility. Recognizing that time and travel distance are the most common barriers to recreation participation, we evaluated the percentage of residential parcels in the region that are within a 15 kilometre drive to each recreation facility type. Through this analysis, as summarized in Table 4, we found that most residents have reasonable access to most recreation facility types. See Appendix B for maps showing residential access by facility type.

NEED...

Require something because it is essential or very important

Table 4. Access to Facilities

Indoor Recreation Facility Type	Number of Facilities	Percent of Residential Parcels within Distance of Facility Type		
		5 km	10 km	15 km
Arenas	5 ice surfaces	72%	85%	97%
Fieldhouses	2 fields	36%	80%	92%
Indoor Fitness	1 (public)	36%	80%	92%
Community Halls/Multi-purpose	13 halls/rooms	100%	100%	100%
Gymnasiums	20 gyms	100%	100%	100%
Indoor Pools	1 leisure pool	36%	80%	92%
	1 lane pool			
Indoor Playgrounds	1 playground	36%	80%	92%
Curling Ice	10 sheets	72%	83%	95%
Indoor Gymnastics	1 facilities	42%	81%	90%

6.2 Capacity & Utilization Analysis

Understanding how, and how much, our current indoor recreation facilities are utilized was critical to determining the need for an expanded supply of facilities. As such, to the extent that data would allow, we worked to understand how many available hours each recreation facility type was utilized over the last number of years. We then used these trends in utilization, together with the region's estimated population growth scenarios, to project potential future facility utilization for each existing facility type.

Utilization analysis was performed on each individual facility, but then aggregated into facility types. Using an aggregated method of reporting gives an overall picture of facility use in our region. The following formula was applied:



Figure 10. Capacity Estimation Formula

Potential Hours per Season

Potential hours represent the total number of hours that one of our facilities could potentially be used in a season, multiplied by the number of facilities for each type. Seasonal hours have been determined by calculating the number of hours each facility is open per day, multiplied the portion of the year that a facility is available. For example, an arena generally does not have ice during the summer months, so the portion of time without ice is subtracted from the potential hours per season.

Maintenance Modifier

For each facility type there is a different amount of maintenance required to keep operations running smoothly and to ensure that facilities meet the expectations of users. Potential capacity estimates have been adjusted to reflect time spent performing maintenance activities on various facilities.

Average Hours Booked

Historical booking data was analyzed to review how well used facilities in the Tri-Municipal area are used. Utilization is calculated by dividing the maximum capacity of facilities by the average amount of hours booked. Booking data was split into primetime and non-primetime, where available data allowed, to give further perspective on facility usage in the region.

Other Factors Affecting Facility Capacity

In multipurpose facilities, there are often competing activities and/or users for the same space. It was found that for indoor facilities overlapping uses are already accounted for in booking information. For example, a rentable school gymnasium has booking interests from outside parties, but must first provide for activities during school hours (gym class, assemblies, etc.). It was found that for facilities with overlapping uses, the multiple uses were already factored into the calculations of available time. In the case of schools, school time hours were already subtracted from the potential reservable hours per season.

Spontaneous use is an important consideration in providing a range of recreation services to our residents. It allows for informal and drop-in use of facilities for people who do not participate in organized activities. It was determined that for indoor facilities spontaneous activities are considered as booked, as they are factored into the calendars

of facilities. For example, a pool schedule has time allocated for public swimming, so although this time is a spontaneous use it has already been 'booked'.

It should be noted that the quality of the data provided for analysis in this study varied between the three communities. Due to system changes, or personnel changes, and the presence/absence of joint use agreements and responsibilities, data capture was not consistent throughout the region and this analysis is based on the best available data at the time the plan was prepared.

6.2.1 Facility Utilization

The capacity calculations below highlight current status of facilities as well as projected capacity for 2021 and 2026 using low, medium and high growth projections. Utilizing population projections helps us to plan for future facilities. This assumes that facility usage will remain consistent into the future. While it must be monitored how facility demand changes with shifting user preferences, forecasting for the future shows where demand and capacity pressures will likely be felt. It also shows which facilities are underutilized, highlighting that those types that are operating below capacity do not require more facilities. Rather, creative use of excess space could be considered. Also, if utilization is low it could be assessed as to whether there is need to upgrade facilities in order to encourage more use from our residents.

Table 5. Facility Utilization

Facility Type	Current Utilization		2021 Projected Utilization			2026 Projected Utilization		
	Maximum Seasonal Capacity (Hours/Season)	Current Utilization	Low Growth (84,475)	Medium Growth (89,833)	High Growth (92,300)	Low Growth (96,500)	Medium Growth (97,500)	High Growth (103,500)
Arenas – Total Time	15,411	61%	69%	73%	75%	78%	79%	84%
Arenas – Primetime	7,846	97%	116%	122%	125%	131%	132%	140%
Fieldhouses – Total Time	11,867	38%	47%	49%	51%	51%	53%	54%
Fieldhouses – Primetime	2,464	73%	89%	94%	97%	101%	102%	108%
Pool – Total Time	4,003	95%	116%	122%	126%	131%	133%	141%
Multipurpose Rooms – Total Time	1,506	8%	10%	11%	11%	12%	12%	13%
Community Halls – Total Time	53,176	27%	33%	35%	36%	37%	38%	40%

Legend

	Planning for additional capacity is required
	Planning for additional capacity should be considered
	Additional capacity is not required



6.2.2 Key Learnings

The utilization and capacity analysis of the indoor recreation facilities in the Tri-Municipal Region has confirmed the following:

- **Ice Arenas** throughout the Tri-Municipal Region (Stony Plain, Spruce Grove) are booked to capacity during prime times of evenings and weekends and additional capacity is required immediately.
- The **Tri-Leisure pool** is currently booked to 95% capacity and more facilities are required in the short term.
- **Multipurpose rooms and community halls** have excess capacity.
- Booking data for **gymnasiums** was inconsistent, but through anecdotal evidence and public engagement findings it is believed that gymnasiums are at or near capacity and additional supply is required immediately.
- **Fieldhouses** are very busy during primetime hours, and are forecasted to be overcapacity during primetime hours within 10 years. Additional capacity is needed immediately.

It must be noted that curling has not been represented in this analysis, as booking information was unavailable for the two rinks in the Region.

6.2.3 Interpreting the Results

Accessibility and Capacity of Schools

The majority of schools in the Tri-Region have allowed community access to their gymnasiums. Of the 17 schools reviewed for this study, 13 (68%) provide full community access to their gym facilities. Two gyms have very limited hours of access while the remaining four either have no public access or do not participate in joint-use agreements with the Tri-Municipal Partnership.

Although most schools offer public access to their facilities, booking data was found to be inconsistent across the system, meaning that an accurate capacity analysis could not be completed. It was consistently noted, however, in staff and public engagement that our residents have difficulty booking gymnasium time, suggesting that gym space is at or near capacity. Commentary around gyms was unanimous, echoing that more gym

space/time needs to be made available for our residents. Because of these engagement findings it is assumed that demand for gymnasium space exceeds available supply.

Fieldhouse Capacity

There are two indoor fields in the Tri Leisure Centre. Utilization numbers indicate that the fields are well used for primetime use, but less so during non-primetime hours. Currently turf is on the fields from Thanksgiving until mid-March, equating to about 21 weeks. There are competing interests for fieldhouse space, some of which require turf and some which require the turf to be out. Indoor court sports such as basketball, badminton and wellness classes currently cannot use the fieldhouses while the turf is in. While the primetime bookings for soccer and lacrosse show that the space is well utilized, there is likely latent demand from user groups that cannot use turfed surfaces that is not being realized in utilization numbers – the true demand for fieldhouses is likely higher than what is shown in the below calculations. There has been talk of keeping one field turfed and one without turf during the winter. While this would allow use for more user groups, it would result in unmet demand for turf-based uses.

Current utilization numbers show that primetime usage for soccer and lacrosse will be overcapacity by 2026. When the underserved user groups are factored into demand calculations, it becomes obvious that new fieldhouse facilities are required in the Tri-Region.

6.3 Facility to Population Ratio Analysis

Facility population standards give an indication of how many facilities are generally recommended per number of people. If the ratio of facilities to population is above the recommended standard it is seen to be over-capacity and vise-versa. Similarly, these numbers help to project how many facilities will be needed in the future based on growth projections, and the current capacity of facilities.

As there are no established standards in Alberta, our plan has drawn on standards from the National Recreation and Parks Association (NRPA), the American voice for the advancement of recreation, as well as standards for the province of Ontario. It is important to keep in mind the differences between American and Canadian guidelines, noting that Canadian population densities are typically lower than in the U.S.A. and that hockey is a key participation sport in Canada that would increase the number of facilities per capita.

Standards provide a baseline for facility provision, but do not account for the differences that occur from community to community. For example, population standards indicate that the Tri-Region is overserved in terms of arenas, yet utilization numbers indicate that more arenas are needed. While standards establish a general reference point around the number of appropriate facilities, they fail to account for the unique characteristics of the Tri-Region. Therefore, wherever possible, information that gives insight specific to facility need in the Tri-Region should be given precedence over population standards. Population standards are helpful to show precedent where the Tri-Region does not have booking or utilization data.

The following table evaluates facility provision for our area against established NRPA and Ontario population standards for indoor recreation facilities. It gives a ratio of how many people each facility is serving, compared against each recommended standard. The 2021 and 2026 needs show the number of facilities projected to be required in the respective years using the calculated medium growth projections. Also presented are the findings from the capacity/utilization analysis to give a snapshot of where each of the analytical tools relate or differ. The 2021 and 2026 needs presented below represent how many facilities will be need based on population standards in each respective year. The numbers are not cumulative (i.e. the 2026 number are not meant to be added onto the 2021 numbers). The numbers show how many facilities are projected to be needed by 2021, or by 2026 using population projections and population ratios for facilities.

Table 6. Population Standards

Facility Type	Evaluation Tool	Tri-Municipal Current Population Ratios	NRPA Population Standards	Ontario Population Standards	Current Inventory	2021 Need for New Facilities (Medium Growth – 89,833)	2026 Need for New Facilities (Medium Growth – 97,500)
Arenas							
	Capacity/Utilization	Primetype: 97% Total Time: 61%			5	1.5	2.5
	Population Standards	1:13,900 people	1:25,000 people	1:20,000 people		-0.5 (using Ontario standard)	-0.1 (using Ontario standard)
Pool							
	Capacity/Utilization	Total Time: 95%			2 (1 leisure and 1 lane at Tri-Leisure)	0.22	0.33
	Population Standards	1:34,750 people	1:25,000 people	1:20,000 people		2.5 (using Ontario standard)	2.9 (using Ontario standard)
Fieldhouses							
	Capacity/Utilization	Primetype: 73% Total Time: 38%			2	1.5	2.5
	Population Standards	1:34,750 people	1:25,000 people	1:20,000 people		2.5 (using Ontario standard)	2.9 (using Ontario standard)
Community Centres							
	Capacity/Utilization	Utilization: N/A			3	0.6	0.9
	Population Standards	1:23,166 people	1:30,000 people	1:25,000 people		2.5 (using Ontario standard)	2.5 (using Ontario standard)

Facility Type	Evaluation Tool	Tri-Municipal Current Population Ratios	NRPA Population Standards	Ontario Population Standards	Current Inventory	2021 Need for New Facilities (Medium Growth – 89,833)	2026 Need for New Facilities (Medium Growth – 97,500)
Fitness/Wellness Indoor Track							
	Capacity/Utilization	Utilization: N/A			1	n/a	n/a
	Population Standards	1:69,500 people	1:39,765 people	n/a		1.3 (using NRPA standard)	2.5 (using NRPA standard)
Special Activity Centres							
	Capacity/Utilization	Utilization: N/A			1	n/a	n/a
	Population Standards	1:69,500 people	1:50,000 people	n/a		0.9 (using NRPA standard)	1 (using NRPA standard)
Community Halls							
	Capacity/Utilization	Total Time: 27%			18	0	0
	Population Standards	1:3,861 people	1:26,418 people	1:5,000 (listed as Neighbourhood Centre)		0 (using Ontario standard)	1.5 (using Ontario standard)

6.3.1 Key Learnings

Highlights from the population standards approach include:

- Although arenas are overserved in terms of population standards, the current utilization rates are very high. It is recommended that the current arena standard of 1 arena to approximately 14,000 people is maintained or improved in order to keep or better the level of service that currently exists at arenas;
- Population standards indicate that upwards of three pools are required in the next 10 years. This is very different than the utilization analysis, and given that utilization shows the Tri-Municipal specific situation, it is recommended that those numbers be used over population standards;
- The current provision of community halls significantly exceeds the recommended population standard;
- Two new fieldhouses are required, based on population standard data; and
- An additional fitness/indoor track is needed, as indicated by population standards data.



6.4 Engaging Our Residents & Stakeholders

Like you, we know that the best plans are those we create together. In alignment with our planning principles, development of this plan worked to provide anyone with an interest in the Tri-Region's recreation facilities a meaningful opportunity to help co-create its future.

Over a 1.5-month period, from May 13 to June 30, 2016, we applied innovative engagement approaches (e.g., Sounding Boards, MindMixer, Roving Kiosks and a statistically valid telephone survey) to enable stakeholders and residents to participate in the planning process and to help us better understand the issues, perceived gaps and demands for recreation facilities. We then wrote a draft plan and presented it back to the public and stakeholders in May 2017, ensuring that we had it right before moving to a final version of the plan.

6.4.1 What We Heard

Several issues remain the same between 2009 and 2016 studies. Overall, comments from the public and stakeholders point to a general lack of recreation facilities, old or outdated facilities, and increased demand due to growing populations in the Tri-Region. Comments generally indicated that indoor sport and recreation facilities have simply not been able to keep up with needs.

Engagement revealed that, the demand for increased gymnasium space, pool facilities and ice time continue to be key issues. With the 2016 opening of the Border Paving Athletic Centre, some of the pressure for additional gymnastics space has been addressed, as this is the primary activity supplied by the new centre. However, there is an increased demand for gyms as they are also used as indoor practice venues where the supply of indoor fields are limited and growth in emerging organizations and drop in activities (e.g., basketball, volleyball, badminton) is on the rise.

Engagement participants also indicated that pressure on ice arenas with growing membership in minor hockey is ongoing, particularly for prime-

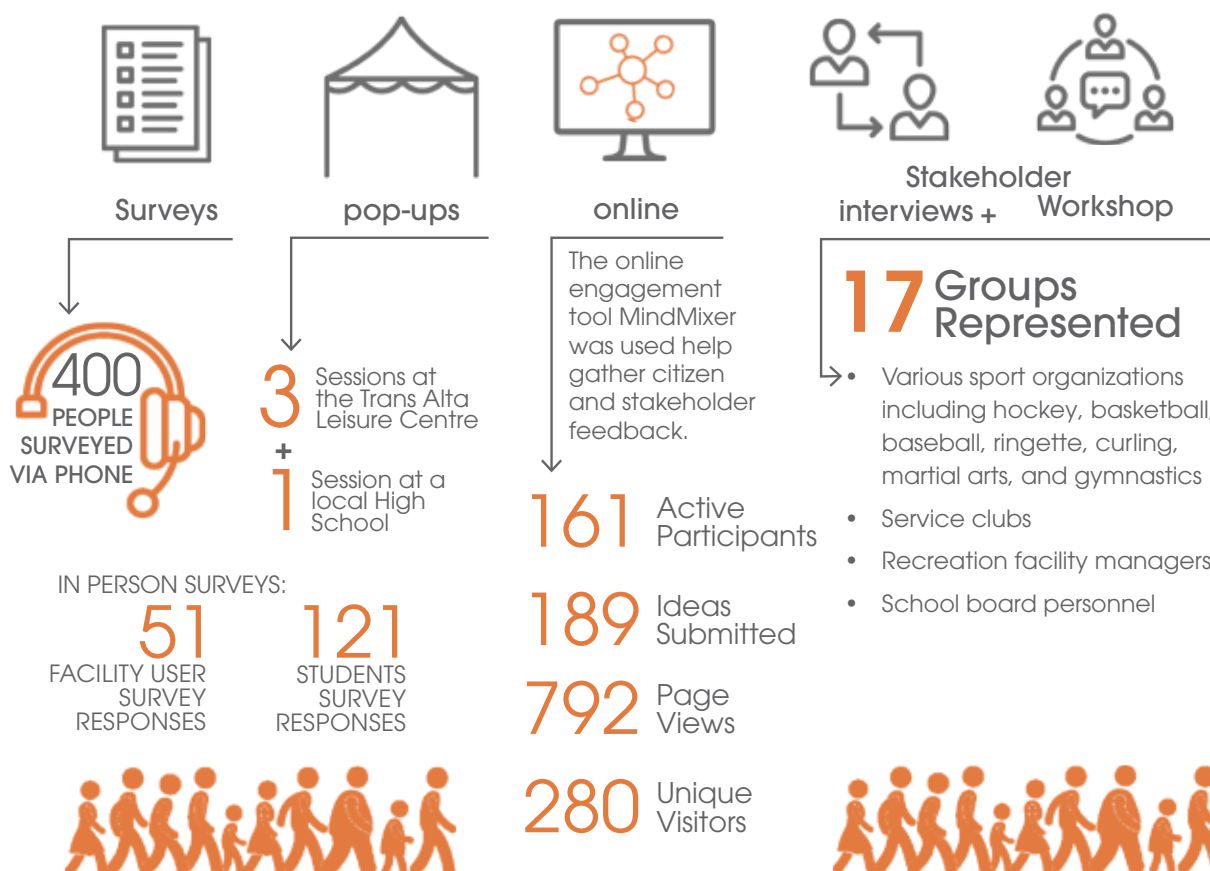
time ice at reasonable times for youth. As organized hockey and soccer associations continue to attract new members, facility rentals are seen to be in high demand by paying organizations, thereby reducing the amount of time available for leisure activities such as leisure skating, leisure swimming and up-and-coming field sports such as lacrosse, rugby, ringette and soccer.

In terms of spontaneous and unstructured activities there was a desire among public engagement participants to see an indoor adventure facility with activities such as an indoor playground, climbing wall and a skatepark. This was identified as the second highest priority for new facility development. Tri-Municipal currently offers facilities that fit into the 'adventure' category, however they are located in outdoor environments. Given the seasonality of our climate, these facilities are not accessible for a large portion of the year. Placing new adventure facilities indoors would increase accessibility throughout the year and provide new spontaneous and unstructured activities.

Our engagement revealed a general opinion that there is limited supply and availability of all indoor sports facility types to meet the needs of the growing populations of the region. It was also noted that the distribution of available facilities is not equitable, particularly among lower income populations, seniors, and those with disabilities. The impact of increased usage of existing facilities is also translating into accelerated wear and tear, general lack of cleanliness, and dis-repair, particularly on older facilities, as maintenance demands are increased. This is reflected in the comments we received, which are summarized below.

A detailed engagement report can be found in Appendix A.

HOW WE CONSULTED CITIZENS AND STAKEHOLDERS:



Stakeholder workshop feedback:

A common vision and goals were discussed during the workshop and many of the comments reflected the desire to see indoor recreation facilities in the region to be more

INCLUSIVE + ACCESSIBLE + EQUITABLE

especially to vulnerable populations, youth, families, and adults 30-65.

Participants felt that

10-20 KM

is the ideal distance to travel for indoor recreation facilities

According to the phone survey, these are the

FACILITIES MOST NEEDED

1.  LEISURE SWIMMING
2.  ADVENTURE SPORTS FACILITIES
3.  FITNESS AREAS WITH EQUIPMENT
4.  ARENAS

WHAT WE HEARD...

Participants
polled felt
70%
satisfied with
current in-door
recreation
facilities.

“ Incredible growth in the region has put pressure on all recreation facilities and the demand for space is limiting the opportunities for program growth and introduction of new forms of recreation in the area... The existing facilities are well planned, not extravagant and very functional. ”

— Comment from MindMixer Feedback

THEMES



SCHOOLS ARE AN OPPORTUNITY

Creating enhanced indoor recreation facilities that benefit both schools and nearby residents with low rental costs have the potential to serve many users. High school students surveyed used indoor sports fields the most out of all in-door facilities. The stakeholders also indicated the most support for additional indoor sports fields.



STONY PLAIN HAS THE GREATEST NEED

Participants felt that because the Trans Alta Tri-Leisure Centre is located in Spruce Grove, the best location for a new multi-plex facility would be in Stony Plain or nearby in Parkland County in order to serve more users.



EXISTING FACILITIES NEED UPDATING

With the growing demand on indoor recreation facilities, participants felt that upgrading could help to better serve users.



A NEW LEISURE POOL IS DESIRED

We heard from many stakeholders that a new leisure pool was most needed which also went hand-in-hand with the results we heard from the phone survey—that swimming was the most popular activity.

TRI-LEISURE CENTRE:

A facility serving the whole region

Participants told us:

- It is the regions most used facility
- It has reached capacity and often feels very crowded.
- Maintenance is not keeping up with increased usage, resulting in unclean facilities.
- Features are outdated and inadequate.
- Due to increasing demand for organized hockey and swimming lessons, leisure times have been reduced for swimming and skating.
- Practice times are being offered too late for younger children.
- Hockey has dominated the demand on ice time.
- It's expensive for youth and families.

6.5 Needs Assessment Implications

Four assessment tools were used as methods to assess the need for indoor recreation facilities in the Tri-Region: spatial analysis, community engagement, utilization of facilities and populations standards. Together these four methods of analysis give a comprehensive picture of what recreation facilities are most needed and help to prioritize the implementation of corresponding recommendations.

Utilization analysis indicated that pools and arenas show by far the greatest need for more facilities, with fieldhouses landing as a distant third. Population standards show a need for more pools, fieldhouses, fitness/wellness spaces and arenas. Through public engagement pools again ranked as the highest priority for new facilities with indoor adventure and fitness/wellness following. Spatial analysis has shown that there is generally good coverage across the Tri-Region for all facility types, indicating that there are no significant spatial gaps needing more indoor facilities. Regional facilities such as those in the Tri-Leisure Centre have limited accessibility when a five kilometre catchment is used, however given the regional nature of the facilities, they should not be expected to catch all of our residents within a small catchment radius.

The common threads through all four analyses was the need for more arena, pool and fitness/wellness facilities in the Tri-Region. Indoor adventure facilities ranked highly in public engagement as a desired facility type. In addition to being supported through engagement, trends show a decline in participation in organized sports and more demand for unstructured activities, which supports the development of an indoor adventure centre. Listed below are the five-top ranking facility needs for the Tri-Region.

Table 7. Facility Need

Rank	Facility Type
1	Leisure Pool
2	Arena
3	Indoor Adventure
4	Fitness/Wellness
5	Fieldhouse/Dry Floor Areas

7.0 MOVING FORWARD

7.1 Vision

By 2026....

Our indoor recreation facilities are the centerpiece of community spirit and wellness in our communities and destinations for active and passive recreation opportunities. Our facilities are adequately meeting the region's indoor recreation needs and support meaningful and accessible recreation experiences that foster individual health and wellbeing, community wellbeing, opportunities for life-long participation and economic diversification. These facilities, which will be enjoyed by residents and visitors alike, are helping to position the region as a major quality of life destination in Alberta.

7.2 Outcomes & Objectives

Recreation facilities are purposeful strategies. The provision of recreation facilities is an essential service that enables the following individual and community outcomes to be achieved:

Our residents will:



Have a higher quality of life.



Be more physically active, more often throughout their daily lives.



Be healthier and live longer.



Have a higher self-esteem, self-confidence and life satisfaction.



Have stronger relationships with their family, friends and the community as a whole.



Have greater pride and connection to their community.

Our region will:



Attract and retain more skilled workers and employers.



Diversify and strengthen its economy through sport and recreation based tourism.



Experience stronger land values.



Experience lower health care costs and costs associated with crime and other anti-social behaviours.

Through engagement, we heard that our facilities needed to be more:

Inclusive: make indoor facilities more inclusive, offering programs for everyone (all ages, gender, culture and socioeconomic status).

Accessible: to be barrier free and more accessible to all residents.

Equitable: making more programs available to a greater number of people in the short term.

To take steps toward realizing the desired outcomes above, the Tri-partnership will be keenly focused on achieving the following objectives:

1. Provide a diverse supply of indoor recreation facilities which meet the region's contemporary needs and allow residents to achieve their recreation and sport goals.
2. Enhance the supply and capacity of indoor recreation facilities to avoid or minimize waitlists for facility bookings and access.
3. Ensure the region's indoor facilities are inclusive, universally accessible, affordable and equitably distributed where they will serve the greatest number of people.
4. Maintain recreation facilities in the region to the highest standards of quality and condition within the capacity of the region's municipalities.
5. Ensure the facilities support and enable the delivery of exceptional programs and services.
6. Enable recreation facilities to host larger community and entertainment events.
7. Continue to collaboratively plan, design and manage recreation facilities through creative partnerships.

7.3 Tri-Municipal Partner's Role in Indoor Recreation Facility Provision

Indoor recreation opportunities in our region are provided through an interconnected recreation system comprised of:

- Public providers,
- Private facility providers, and
- Not-for-profit providers.

Each of these providers play a vital role in helping meet the indoor recreation needs of our region. As we plan the future of indoor recreation facilities, it is essential that we are clear on the role and responsibility that we assume as public (municipal) service providers. It is also necessary that we acknowledge the importance of and pursue close collaboration between all players in the regional recreation system as no single provider can meet the needs of our residents in isolation.

Currently, we provide or enable the provision of indoor recreation facilities to our residents through a variety of means, including:

- Arms-length company comprised of equal representation of all three municipalities (Tri-Leisure Centre),
- City of Spruce Grove owned facilities supported through cost-share agreements between the City and the County (e.g., Agrena),
- Town of Stony Plain owned facilities support through cost-share agreement between the Town and the County (e.g., Glenn Hall Arena),
- Smaller local facilities that are owned and operated by the respective municipality with no inter-municipal cost sharing, and
- Smaller local facilities that are owned and operated by not-for-profit organizations which may, or may not, receive cost-share support from the respective municipality (e.g., community halls).

Moving forward, the Tri-Municipal partners will work collaboratively with the entire “recreation system” to meet the need of our residents. More specifically, the municipal Tri-Municipal partners are committed to pursuing the development and operation of regional, district and speciality recreation facilities (see Section 7.5 for indoor recreation facility classification) in partnership. This inter-regional partnership approach will better ensure optimization of resources, fair and equitable distribution of facilities, economies of scale in facility operations and convenience for both suppliers and facility users. We will move forward with clear focus and priority on delivering services that align with our role in the system. To articulate our role, we have established a service delivery framework.

7.3.1 Service Delivery Framework

Role in Recreation Facility Provision:

Public service providers can play a diversity of roles in the delivery of indoor recreation facilities. These roles most typically include:

- **Direct Provider**—Municipality identifies / perceives community needs and plans, develops, constructs and operates facilities, programs and services through public funding.
- **Enabler: Indirect Provision Through Partnerships (aka Community Development)**—Municipality initiates and enters into mutually beneficial and collaborative partnerships and alliances to provide the services and may provide various supports such as capacity building, leadership, facilitation and finances to community groups, organizations and agencies that then plan and deliver the services.
- **Cost Share (Patron)**—Municipality provides financial support through cost share agreements to an existing agency or entity such as an adjacent municipal government who already offers the services desired.

Though this may evolve overtime, in general, Spruce Grove and Stony Plain will serve as direct providers of indoor recreation facilities where the facilities are seen to be a core community need, appeal to a broad range of residents in the community when the facility proposed will provide for other significant community

benefits (e.g., economic development through sports tourism). Where these facilities are expected to be frequented by Parkland County residents, the County may support the facility development and operations as a Cost Share partner. Though it is not immediately anticipated, Parkland County may also operate as a direct provider. In this scenario, the City of Spruce Grove and Town of Stony Plain may participate as cost share partners where the facilities are expected to be frequented by City and Town residents.

The Tri-Municipal Partnership will operate as an enabler when the proposed facility is not considered to be a core community need and, rather, likely to benefit a smaller more specialized group of residents.

Priority Markets

Our reality is that the resourcing available to municipal recreation providers means that we can’t be all things, to all people, all the time. As such, we need to prioritize how and where our precious regional resources are expended. Prioritizing requires us to be deliberate about facilities we offer as well as the market segments we are focused on. Decisions are made based on what will return the greatest public good to our region.

Moving forward, emphasis will be made on ensuring decisions regarding indoor recreation facilities will directly and indirectly benefit the greatest number of residents from the following priority markets:

Table 8. Target Markets

Market	Rationale
Children & Youth	We know that an early start at a healthy lifestyle is likely to last a lifetime but that leisure education and developing a strong leisure repertoire at a young age is critical.
Vulnerable & Special Needs Populations	We know that these populations tend to face barriers that can reduce or prevent participation which leads to growing individual and social issues.
Inactive Adults	We know that physical inactivity is leading to significant individual health issues and, therefore, social costs.

In addition to thinking about who we will target with our services, we also need to be purposeful on the “level of play” that we will target. In accordance with the Long-Term Athlete Development Model (Figure 11), our priority will be to provide, facilitate and/or support indoor recreation facilities that:

- Introduce participants to the activity,
- Allow participants to learn the activity, and
- Facilitate participants remaining active for life in the activity.

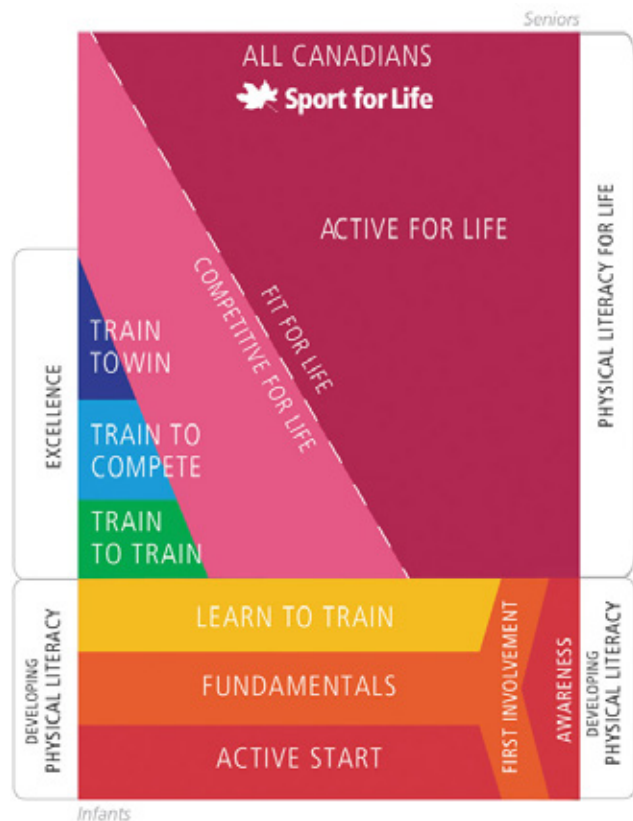


Figure 11. Long-Term Athlete Development Model¹⁰

We know that the amount of participation in recreation declines as the level of play, competition and specialization increases. As participation decreases, so too does the public good that is achieved. By focusing our efforts where we can reach the most number of participants, we are better positioning ourselves to deliver the greatest public good.

Allocation of municipal funding into the future should target the priorities outlined above. As indicated in Figure 12, facilities, programs and services to which the entire community can benefit will be funded through public taxes. As the facilities become more specialized and; therefore, less accessible and likely to be enjoyed by the entire community, funding will come more from private sector investments, specialty group investments and user fees. The County may work as a partner in the development of such facilities but typically won’t lead the development of such facilities.

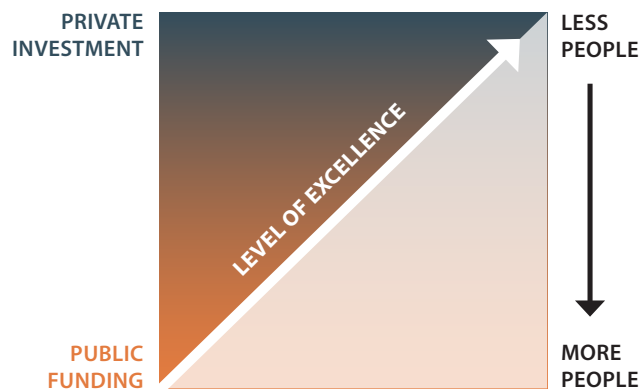


Figure 12. Funding Framework

7.4 Inter-Regional Governance —Working Together

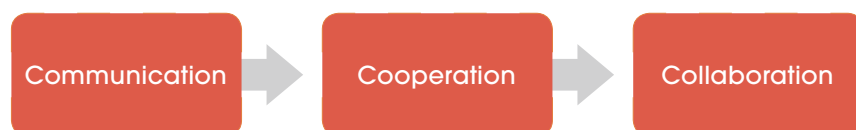
The Government of Alberta recognizes that inclusive and active populations make up vibrant communities (Culture and Tourism Business Plan 2016-2019). Recreation and sport provide significant opportunities to build social and cultural networks, promote healthy lifestyles and increase quality of life. Although the primary responsibility falls on the individual municipalities to deliver recreation services, partnerships such as the Tri-Municipal can create efficiencies through the joint delivery of recreation. A coordinated approach to the planning of regional facilities is critical to creating efficiencies across the Tri-Municipal Region.

The Municipal Government Act is in the process of being updated with new provisions for regional collaborations, and to be renamed the *Modernized Municipal Government Act* (MMGA). In particular, this will affect inter-municipal cost sharing. The newly amended Municipal Government Act is expected to come into effect in the Fall of 2017.

The MMGA will require municipalities to work together, through municipal partnerships, to deliver more effective, efficient services to their communities. The frameworks are required to address variety of inter-municipal topics, including recreation. Of greatest significance for recreation, and the development of new facilities, is the expansion of off-site levies to include recreation facilities. The current linear tax assessment system will be maintained, but locally negotiated inter-municipal collaboration frameworks with neighbouring communities will strengthen working relationships between municipalities to better share costs of services, including costs related to recreation services.

The Tri-Municipal Partnership is guided by their commitment to communication, cooperation and collaboration. Moving forward, the Tri-Partnership will be responsible for:

- Facilitating, enabling, and supporting the provision of recreation and sport programming for regional facilities;
- Providing leadership and support to recreation and sport clubs and organizations to those operating within the region;
- Cost sharing and coordination for the planning, design, construction, maintenance and management of regional level indoor recreation and sport facilities;
- Maintaining a regional plan, supporting policy and bylaw development relating to recreation and sport; and
- All services delivered under the Tri-Municipal umbrella, are provided through non-profit model or under cost sharing agreements. Each municipality provides funding for non-profit organizations that provide recreation and sport support services, through a granting program.



■ Figure 13. Collaboration Framework

Recommendations further detailing a governance plan for indoor recreation facilities:

1. Develop terms of reference—indicating what is included in the scope of a regional recreation strategy.
2. Develop a shared vision for services delivery for the Region with all service delivery partners.
3. Determine strategic directions identifying the priority areas of focus.
4. Identify recreation outcomes for the region; what specifically can be done to help meet Municipal Development Plan (MDP) and health objectives for all 3 municipal partners.
5. Identify internal departments and planning initiatives to partner with on new facilities and identify new and existing partners.
6. Identify strategies and actions that will be implemented in order to achieve agreed upon outcomes, set and review priorities annually to keep things on track.
8. Determine the monitoring, assessment and reporting structure.

As stated in the City of Spruce Grove's MDP, "Embracing the principles of co-operation and collaboration and working to resolve conflicts are essential to the long-term success of regional partnerships". Good communications and clear definition of each partner's role and priorities along with opportunities for collaboration and leadership are essential to this model. Building relationships and maintaining flexible partnerships will increase the resilience of the region as a sustainable community and meet the growing demands on recreation, health and wellness in the Region.

7.5 Indoor Recreation Facility Classification System

Categorizing our indoor facilities based on common characteristics ensures a consistent level of service across all facilities. A classification system will also establish high-level design, development, management and funding guidance. How various facilities are classified will inform us on when and where we should be entering into cost-sharing agreements and will also help to understand whether facilities need to be viewed from the regional scale, or if they fall under a certain municipality's jurisdiction. The overall goal for classification is to create consistency and quality across the Tri-Region so that our facility users can enjoy quality recreation opportunities no matter which facility they choose to visit.

The system provides a means to clarify the service levels, and catchment areas as well as to help define municipal responsibilities. It will also be useful in identifying land/space requirements of future regional facilities and ensures their sustainability from both an economic and utilization perspective.

Factors that influence classification are:

- Single or multi-purpose facilities;
- Standard of design that supports a certain level of play for Tournaments; (Provincial, National or International)
- Travel Distance;
- Location within a catchment area;
- Significance within the broader regional system; (number occurring within the network)

Table 9. Facility Classification

FACILITY CLASS	REGIONAL FACILITY	DISTRICT FACILITY	NEIGHBOURHOOD FACILITY	SPECIAL USE FACILITY
				
Description	Regional level facilities are multi-plex and multi-purpose, designed to host competitive sport and regional level tournaments. These facilities are recognized as key recreation destinations and may be co-located near retail and entertainment districts. Activities are pre-programmed, and opportunities for spontaneous recreation are limited. Large facilities for spectator events may be included.	District facilities serve the regional market primarily but are branded 'locally' within the community. Facilities could be single or multi-purpose and serve also as venues for spontaneous recreation, senior and junior competitive sports and recreational and sports associations.	Neighbourhood Facilities will typically be single purpose, although, they may include multi-purpose spaces and will generally serve as locations for spontaneous recreation and possibly junior competition. Bookings may or may not be required and basic programs and gathering spaces that serve the local community are provided.	This category captures facilities that target specific user groups in the community. These facilities fulfill specific needs that are not provided by the municipality and include large sporting venues or banquet facilities that support capacity >500.
Catchment Area	All of Tri-Municipal Region and surrounding cities, towns and hamlets outside of the Tri-Municipal Region, usually within a 20–30 minute drive.	Tri-Municipal Region, usually within a 15-20 minute drive, serving populations of 30,000 or less.	Primarily from the immediate community or neighbourhood and may include facilities co-located with schools, colleges or other public institutions within a 5-10 minute drive.	Typically these facilities serve the District, but may also serve the entire region and are located within a 30 minute drive.
Typical Location	More densely populated areas such as cities or towns with convenient access off primary highways, public transit or local/ regional trails and close to amenities, services and accommodations.	Urban area with easy access off primary highways, public transit and local / regional trails.	Within walking distance from local neighborhoods with convenient access from local trails.	Urban with easy access off primary highways, public transit and local / regional trails.

FACILITY CLASS	REGIONAL FACILITY	DISTRICT FACILITY	NEIGHBOURHOOD FACILITY	SPECIAL USE FACILITY
	Typical Travel Time	Typical Travel Time	Typical Travel Time	Typical Travel Time
Facilities in Tri-Municipal Region	15 – 30 minutes (vehicle) 30 minutes + (bicycle / walk)	10 -15 minutes (vehicle) 30 minutes + (bicycle / walk)	5 minutes (vehicle) Under 20 minutes (bicycle / walk)	15 – 30 minutes (vehicle) 30 minutes + (bicycle / walk)
	TransAlta Tri Leisure Centre	Arenas, curling clubs	Community halls, community recreation centres, school gyms.	Heritage Park Pavillion, Border Paving Athletic Centre

7.6 Recreation Facility Development Process

Recreation facilities are large projects that involve significant amounts of capital planning and investment. Having a defined process that begins by identifying facility needs, and follows through to construction will ensure that the community's recreation needs are met, and that due diligence is followed in assessing the potential of future facilities. As facility planning progresses cost estimates and feasibility become clearer in definition, moving from probable costs in the planning stage to hard costs in the construction stage.

Utilizing this process for all facility planning will establish a clear and transparent process that gives clarity to all three municipalities of how facility planning should proceed. The process helps understand need as well as justify important decisions around these important pieces of community infrastructure. This phase of the planning process is the first in the planning phase, a facility needs assessment. Once needs are established, it is recommended that feasibility studies are performed to further understand the practicality of proceeding with facility development.

7.7 Facility Siting Criteria

Recreation facilities are important to communities for numerous reasons. For example, they help to get people active, but also function as important community hubs. When planning recreation facilities it is important evaluate multiple criteria to determine the best location for any future facility. Outlined below are criteria that evaluate, at a high level, social, economics, accessibility, capacity, and public/stakeholder support for any given indoor recreation project.

This tool would be used after a feasibility assessment has been completed. The feasibility component is important as it establishes the need for a new facility. Siting criteria come after it has been deemed feasible to go ahead with a new facility. The criteria below are designed to be used to compare potential sites against each other. A site that satisfies the most criteria is to be considered the preferred location for the future facility.

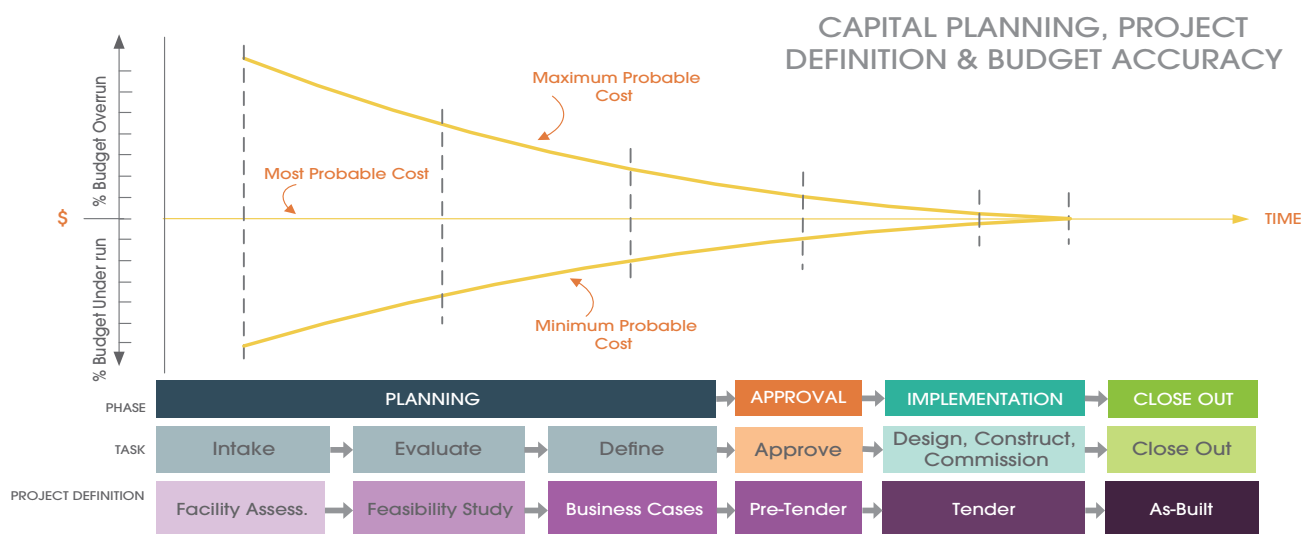


Figure 14. Facility Development Process

7.7.1 Social Viability

This would provide the lens of looking to see if the chosen site would create benefit for the social environment of the impacted area. The criteria should include:

- **Enhancing the Community**
Does the facility enhance the greater good for the community in which it is proposed? The data from the demographic profile would be beneficial for this selection.
- **Building a Sense of Community**
Does the addition of this facility strengthen the sense of community, where people feel connected to a wider social network?
- **Bringing Different Parts of Community Together**
Does the building of such a facility bring together different parts of the community, in the creation of a meeting place or a social hub?
- **Catering To All Age Groups/Genders**
Does the facility enhance the catchment potential and promotes social interaction between all ages, ethnicities and genders?
- **Increasing Participation**
Does the creation of this facility increase participation in recreational activities?

7.7.2 Stakeholders

The stakeholders of a project are one of the most important factors. They can help it succeed or prevent it from happening.

- **Local Community Support**
To what degree do nearby residents support the facility?
- **Catchment Support**
How much does the catchment area of existing recreation facilities support where the facility is being built?
- **Council Support**
How much does the Council support such a facility?
- **Provincial/Federal Support**
How much support is provided by the local Member of Legislative Assembly, or Member of Parliament?
- **Sporting Associations**
What is the support of the local sporting associations regarding the facility?

- **Special Interest Groups**
Are there any special interest groups that will provide support in the location in the facility?
- **Proposed Tenants/Renters**
Are there proposed tenants or renters of the facility for the current proposed site?

7.7.3 Economic Viability

When looking at a facility, the economics are one of the most used ways in deciding if a site makes sense. Looking at other potential opportunities other than capital dollars are just as important.

- **Partnership Opportunities**
Are there any P3 opportunities for this location?
- **Educational Partners**
Are there any educational partners (Primary, Secondary or Post-Secondary) that may benefit for this location?
- **Cost Recovery Potential**
By placing this facility in this location are there any benefits for cost recovery?
- **Maximize Service Area**
Will this be utilized by the maximum service area?
- **Prominent Location**
Is the location put in a prominent location?
- **Provide Local Employment Opportunities**
Would this location provide local employment and is there local employment to support this location?
- **Proximity to Other Amenities**
Are there complementary amenities close by?
- **Site Development Cost Feasibility**
What are the development costs for the site (Site grading, servicing, etc.)?
- **Proximity to Development**
Are there current development, future development, existing/complimentary facilities in close proximity?

7.7.4 Accessibility

Looking at how accessible a site is from both the user but also emergency vehicles and tourism planning.

- **Traffic Impact**
Is there little traffic impact to the building of the facility on this site?
- **Impacts to Neighbourhood Accessibility**
Will there be negative impacts on the surrounding community?
- **Proximity to Major Arterials/Collectors**
Is it within close proximity to major arterials/collectors?
- **Access to Public Transportation**
Is there access to major public transportation?
- **Access to Non-Motorized Connections**
Is there access to non-motorized connections?

7.7.5 Potential Site Capacity

Each site has its own unique advantages that consist of more than just the size of site. There may be opportunities that may exist and allow for selection.

- **Available Acreage**
Is the site large enough to support the proposed program, including parking and any future phases of the facility?
- **Integration with Zoning/Land use**
Does the site integrate with current zoning and land use?
- **Accommodate Base Program Requirements**
Does the site allow for the base program requirements?
- **Accommodate Expansion Requirements**
Will it accommodate expansion requirements?
- **Accommodate Outdoor Amenities**
Does it allow for outdoor amenities, either sport or spontaneous?
- **Impact on the Environment**
Will this site help minimize impact on the environment?
- **Accommodate Surface Parking**
Does the site allow for adequate surface parking?
- **Shared Parking Potential**
Is there potential for shared parking with other uses?

7.8 Facility Design Guidelines

The way we design facilities has substantial implications for their popularity and use. Trends and best practices around recreation facility design have been affected by changing user preferences and new financial realities faced by municipalities, which often limit the funds available to spend on recreation infrastructure. Overall, facility design is seeing increased emphasis on flexible use of space, universal access and financial sustainability. Outlined below are key trends noted in facility design that are recommended to be utilized as guiding principles and measures of success for future indoor facilities in the Tri-Municipal Partnership. Though there are more detailed design guidelines available for individual facility types, the following guidelines serve as overarching guidance for all facility types.

7.8.1 Universal Design

It is imperative that facilities be designed to allow inclusion and access to everyone. We believe that there should be no barriers to anyone in accessing recreation facilities. This is recognized, for example, in the Spruce Grove MDP under Goal 9: diverse cultural and recreational programs in first-class facilities. Moving forward, universal design standards and guidelines are to be adopted and implemented for all recreation facilities in the Tri-Region.

7.8.2 Multi-Plex Style Design

Although this is not a new concept, multi-use facilities are becoming more prevalent and successful as a practical approach to sustainable operations with a lower carbon footprint. Adopting a multi-plex approach centralizes services to simplify operations and related costs. This also has some practical impact on motivation, access, and convenience for participation in activities, as well as providing a 'hub' of social activity in the community. As a result, recreation facilities are often perceived of as being the 'heart' of the community.

7.8.3 Energy Efficiency

As our communities are looking to minimize both their environmental impact and operational costs for facilities, adopting energy efficient solutions is seen as a best practice. This can be achieved as new buildings are designed, during retrofits, or phased in incrementally in older facilities through strategies such as switching to LED lights. It is also becoming more commonplace when building new facilities to seek certification through green building organizations such as Leadership in Energy and Environmental Design (LEED). Gaining certification sets targets to be met as well as gain recognition in environmental leadership.

7.8.4 Flexible Spaces

Our recreation facilities need to be able to adapt to the changing needs and programs that users request from them. As people move to more spontaneous-use type recreation activities, being able to provide flexible spaces that can adapt to various uses will become increasingly important. We have incorporated some of these types of spaces into the Border Paving Athletic Centre, but should be focusing on creating more as facilities are developed, expanded and upgraded.

7.8.5 Transportation

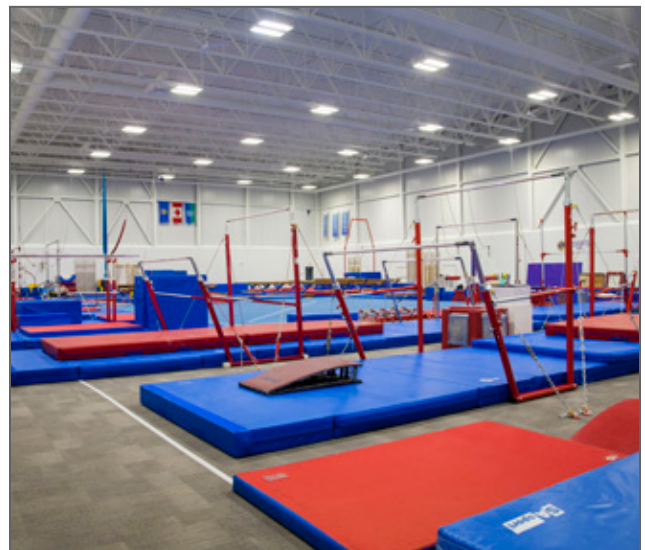
There should be multiple modes of transportation available to access facilities. If possible facilities, should be within close walking distance of transit hubs, be easily walkable from surrounding neighbourhoods and be connected to a cycling network. These options allow for easy access to facilities while encouraging people to get active as they access recreation facilities.

7.8.6 Gender Neutral

Many municipalities and organizations across Canada are adopting policies that require gender neutrality in facilities. This includes changing signage on single occupancy washrooms to indicate no gender preference to the washroom. Multiple stall washrooms are also being implemented that give privacy and security to all, regardless of gender identification.

7.8.7 Four-Season Use

Traditionally many of our facilities have been designed for a specific use that only covers part of the year. An arena, for example, is well used during the winter months but is underutilized through a large portion of the summer. Facility design and strategies that make the most of space to allow for the highest and best use throughout the year will optimize these key pieces of community infrastructure. Moving forward, we should design our spaces creatively to allow for four-season use as much as possible.



7.9 Strategic Directions

To move the region toward its vision and desired outcomes, the following strategic directions will be taken:

1. Defer TLC Expansion to a New Multi-Purpose Leisure Centre

The 2009 Indoor Facility Strategy identified expansion and upgrading components for the facility. Opening Border Paving Centre fulfilled a portion of the needs for gymnastics, meeting rooms and a resource centre; however, not all of the recommended improvements were completed. Given the broader recreation facility needs in the region, a new multiplex/leisure centre is needed rather than the expansion of the existing TLC.

Recommendation:

- 1.1 Rather than expanding and upgrading the Tri Leisure Centre, conduct a feasibility study for a new multiplex that includes a leisure pool, lane pool, twin arena, indoor adventure park, fieldhouse, fitness/wellness space, walking track and multipurpose programmable space. (2017)³

2. Community Cultural Plan Integration

While the 2009 Indoor Facility Strategy included cultural facilities, this update is solely focused on recreation as each community has completed their own individual cultural plan. The facility based recommendations from each of the community cultural plans should be reviewed in the recreation facility planning process to see if any efficiencies or partnerships can be realized in integrating cultural and recreation facilities.

Recommendation:

- 2.1 Review community cultural plans and examine the feasibility of integrating recommended new cultural facilities with recommended new recreation facilities from this Plan. (2017)

3. Arena Strategy

Data analysis and input from engagement confirms that ice facilities are over capacity. With growing demand and population growth in the region, the need for additional capacity is pressing. The need for additional arena capacity was also expressed in 2009. The need for new facilities has persisted and grown, now reaching the end of the critical planning and design phase for new facilities in the region that can alleviate some of the pressure on existing facilities. A feasibility study for expansion of Glenn Hall has been identified in Stony Plain's 2017 Corporate Plan. Results from the study will dictate whether the arena can be expanded, or if additional ice should be built elsewhere.

Recommendation:

- 3.1 Complete the feasibility study for the twinning of the Glenn Hall Centennial Arena and expand the arena if deemed feasible. (2017)
- 3.2 Include considerations for a twin arena in the feasibility study for a new multi-purpose leisure centre. (2018)

4. Aquatics Strategy

The Tri-Municipal Region has the Tri Leisure pool and the outdoor pool in Stony Plain. User groups and the public rate the need for new aquatic facilities as the highest priority (53%) for development. A aquatic facility is needed that would have a lane pool, lazy river, and a zero-entry pool.

Recommendation:

- 4.1 Include considerations for an aquatics centre, including a zero-entry pool, lane pool and lazy river in a feasibility study for a new multi-purpose leisure centre. (2017)

³ For more details regarding the timeframe for each strategic direction see the Implementation Plan in Appendix C

5. Indoor Adventure Facility Strategy

Recreation trends indicate the need for indoor adventure opportunities for traditional outdoor activities such as; climbing walls, wheel park, adventure playground, BMX and a ropes course among others. Engagement results (2nd highest priority for development) support this emerging trend especially for the 13 to 18 age cohort. This type of facility would complement desires to advance tourism in the region, as there is no similar facility in the capital region.

The Tri-Municipal Partnership is already in the business of providing adventure type recreation through outdoor facilities such as skate parks. We have seen success with our outdoor skate parks, but they can only be used in the summer months—providing these facilities in an indoor environment will allow our residents to enjoy them throughout the year. Indoor adventure facilities provide winter recreation activities for all ages, but are particularly successful in keeping children and youth active year-round. Adventure facilities would allow more recreation options, particularly in the winter months, for those who choose not to or cannot participate in the current offering of indoor activities.

Recommendation:

- 5.1 Include considerations for an indoor adventure centre in the feasibility study for a new multi-purpose leisure centre. (2017)

6. Fitness/Wellness Strategy

The success of the Tri-Leisure fitness and wellness facility is well documented. Crowding and longer than normal wait times for equipment has users looking for a second facility to serve the region. A new fitness/wellness facility was ranked third highest for new development. A 15,000 ft² facility with training rooms and studios would complement a new aquatic facility very well.

Recommendation:

- 6.1 Include considerations for a fitness/wellness facility and walking track in the feasibility study for a new multi-purpose leisure centre. (2017)

7. Fieldhouse Strategy

The Tri Leisure fieldhouses are well used during primetime and are forecasted to exceed their primetime capacity, based on current utilization, by 2026. The existing fieldhouses also see competing uses between turf-based uses (e.g., soccer, lacrosse) and non-turf based activities (e.g., badminton, basketball, wellness, special events). As a result of the different requirements for use, the turf on the fieldhouses is only in for a total of 21 weeks per year, and it is difficult to balance the needs of different users, some requiring turf and some requiring no turf. Constructing a new fieldhouse facility would address future capacity issues as well as allow for more flexibility in use of fieldhouse spaces.

Recommendation:

- 7.1 Include considerations for a fieldhouse in the feasibility study for a new multi-purpose leisure centre. (2017)

8. Land Acquisition

Two recommendations for land acquisition in the 2009 Facility Strategy were not completed. Major and minor regional sites are still needed to accommodate proposed developments. The Spruce Grove 2016 MDP identified annexed areas of growth bordering the two urban centers. Stony Plain also identified areas for growth in their MDP that is along the Tri-Municipal boundary and the need to revitalize their downtown core.

Recommendation:

- 8.1 Establish two new sites for future regional facility development; major (25 acres) and minor (15 acres). (2017)

9. Community School Strategy

Spruce Grove, Stony Plain and Parkland County have excellent working relationships with the regions school divisions. School gyms are not typically developed to the same standard needed by community groups. Plans for future schools should consider expanding gym sizes, community storage, entries and building multi-purpose rooms with input from the adjacent municipalities. Costs for planning, construction and operation need to be discussed and included in the joint user agreements. Engagement results indicate that schools have an excess of demand and more gymnasium facilities are needed. A community school strategy needs to investigate existing use while building a longer-term strategy to meet school and community needs.

Recommendation:

- 9.1 Prepare a community school charter to research existing conditions and ways to maximize community uses of schools. (2019)

10. Operational Strategy

Limited data was available for analysis from facilities that handled their own bookings. For example, the TransAlta Tri Leisure Centre managed their own bookings data, as did the Westridge and Spruce Grove Curling rinks. Many facilities did not keep booking data records consistently over the past 5 years and often not recorded by primetime vs. non-primetime use. Typically the bookings for halls and multi-purpose rooms for wellness/social events and banquets, were managed by individual community associations on a volunteer basis, and were tracked using online calendars as a primary source. Schools in Parkland County also book their facilities independently.

Facility rental charges also varied around the region, where community halls and schools did not apply user fees when renting to non-profits. On weekends, for example, schools would apply rental charges in order to cover the costs of an added custodian, but waive this fee during weekdays.

Increasing efficiencies and maximizing user enjoyment would result from adjusting operational practices in the following areas:

10.1 Data Tracking

Keeping better records throughout the Tri-Municipal Region facilities, including usage of halls, community centres, and all public facilities would be helpful for facility planning. Create a unified reporting structure with standard reporting forms, set annual dates and summary template for recording recreation usage, demand, trends and opportunities/issues for each facility/type within the facilities inventory.

Recommendation:

- 10.1 Utilize an online booking and registration program that could be used by all facilities to provide real time utilization information. (2017)

10.2 Facility Planning Process

Each of the three municipalities has different processes for planning facilities. To work together and increase collaboration between the three partners, a consistent and transparent facility planning process should be agreed upon that establishes planning triggers (i.e. set length of time since last plan, facility life cycles) and a set process for capital planning.

Recommendation:

- 10.2 Adopt the Recreation Facility Development Process presented in Section 7.6. between the Tri-Regional Partnership that establishes clear processes for facility planning, approvals, implementation and close out. (2017)

10.3 Fees

Users identified a disparity in fees charged for services throughout the region. A standardized policy with universal pricing would be well received by users.

Recommendation:

- 10.3 Establish and implement a fees and charges policy to be applied to all regional facilities. (2017)

10.4 Primetime and Non-Primetime Consistency

Primetime demand, particularly where limited facilities exist and membership is growing at a steady rate, such as hockey and ringette, is defined similarly in both Stony Plain and Spruce Grove. For example, the Spruce Grove Ringette Association has been growing consistently at a rate of about 10% annually and is already experiencing a shortcoming of 6 hours per week of demanded ice time, even when maximizing efficiency within the region. This gap is expected to grow to 35 hours per week by 2020, not including additional hours for special event hosting, given the current rate of growth. Clearly, the lack of facilities is directly impacting growth opportunities and participation within ice sports, leaving little room for any leisure ice time for casual skating, figure skating or informal drop ins.

Spruce Grove Facilities:

- **Primetime:** Monday–Friday 4 pm–11 pm and Sat–Sun from 8 am–11 pm
- **Non-prime time:** Monday–Friday after 11 pm and before 4 pm and Sat–Sun between 11 pm and 8 am

Stony Plain Glenn Hall Centennial Arena:

- **Primetime:** Monday–Friday 5 pm–10:30 pm and Sat–Sun from 7 am–10:30 pm
- **Non-prime time:** Monday–Friday 9 am–4:55 pm

Recommendation:

- 10.4** Prepare a standardized policy for primetime/non-prime time in each facility category, such as arena, aquatics, fitness/wellness, fieldhouse, and community gyms. **(2017)**

10.5 Cost to Users

Inclusion and accessibility were identified as lacking through the consultation phase of the project. Expansion of subsidy policies aimed at reaching those that cannot access services due to costs is needed.

Recommendation:

- 10.5** Review and update the barriers to access services and how they might be addressed in new policies that ensure equal access. **(2017)**

10.6 Tri-Municipal Partnership Joint-use Agreements

A review and update of existing agreements and the development of new agreements in accordance with new partners, existing and new facilities including halls, schools and recreation centres is needed.

Recommendation:

- 10.6** Review and update existing joint-use agreements and establish joint-use agreements for existing and new recreation facilities that do not currently have agreements. **(2017)**

10.7 Cost Sharing

A cost sharing agreement is recommended between Tri-Municipal partners to ensure that all parties are properly compensated for the recreation services they provide to the region.

Recommendation:

- 10.7** Develop a cost sharing agreement between Tri-Municipal partners. **(2017)**

7.10 Strategic Directions Scorecard

The table below highlights how the recommendations are supported through various analysis tools and will help to maintain a strong and vibrant recreation system in our Region.

Table 10. Recommendation Scorecard

Recommendation	Target Market	Outcomes Alignment	Public Benefit
3.1 Twin the Glenn Hall Centennial Arena	Children and youth	Supports Pathways to Wellbeing Goal 5: Increasing Recreation Capacity Supports the Canadian Sport for Life Athlete Development Model	Facility creates more primetime ice use, aiding in quality of life for people using arenas
3.2 Construct a new twin arena	Children and youth	Supports Pathways to Wellbeing Goal 5: Increasing Recreation Capacity Supports the Canadian Sport for Life Athlete Development Model	Facility creates more primetime ice use, aiding in quality of life for people using arenas
4.1 Begin planning for a new aquatics venue	Children and youth Vulnerable and special needs populations Inactive adults	Supports Pathways to Wellbeing Goal 2: Inclusion and Access Supports Pathways to Wellbeing Goal 5: Increasing Recreation Capacity Supports Pathways to Wellbeing Goal 4: Increasing Supportive Environments by allowing for intergenerational facility use	Facility is available to all community members, regardless of age or ability
5.1 Develop plans for an indoor adventure centre	Children and youth Vulnerable and special needs populations Inactive adults	Supports Pathways to Wellbeing Goal 2: Inclusion and Access Supports Pathways to Wellbeing Goal 1: Active Living by supporting physical activity throughout the year	Facility is available to all community members, regardless of age or ability
6.1 Begin planning for a new fitness/wellness facility	Inactive adults	Supports Pathways to Wellbeing Goal 1: Active Living Targets several types of recreation users	Will allow for more flexible/spontaneous activity

	Current Facility Utilization	Projected 2026 Utilization (Medium Growth)	Trends	Engagement Feedback	Need
3.1	90%	Prime-time: 132% Total time: 79%	The general participation rates for hockey and ringette are dropping (as a percentage of population participating), but as the region grows demand for ice is still forecasted to increase	Fourth most desired facility type in public engagement	High
3.2	97% primetime 61% total time	Prime-time: 132% Total time: 79%	The general participation rates for hockey and ringette are dropping (as a percentage of population participating), but as the region grows demand for ice is still forecasted to increase	Fourth most desired facility type in public engagement	High
4.1	95%	133%	Swimming and aquatics activities have the fourth highest rates of participation of all recreation activities in Alberta (2013 Alberta Recreation Survey)	The most desired facility type in public engagement	High
5.1	Currently nothing offered for indoor adventure recreation	n/a	National trends show a significant shift away from team/organized sports toward spontaneous adventure activities	Second most desired facility type in public engagement	High
6.1	n/a	n/a	Fitness/aerobics is the third most participated in recreation activity in Alberta (2013 Alberta Recreation Survey)	Third most desired facility type in public engagement	Medium

Recommendation	Target Market	Outcomes Alignment	Public Benefit
7.1. Begin planning for a new fieldhouse	Children and youth Vulnerable and special needs populations Inactive adults	Supports Pathways to Wellbeing Goal 5: Increasing Recreation Capacity Supports the Canadian Sport for Life Athlete Development Model	Facility will allow for a greater range of indoor recreation activities throughout the year
9.1. Prepare a community school charter to research ways to maximize use of schools	Children and youth Vulnerable and special needs populations Inactive adults	The Stony Plain Cultural Master Plan recommends more partnerships with schools	Creates access to underutilized facilities
10.1. Consistent data tracking	n/a	Will help understand capacity of the recreation system	Helps manage recreation programs and capacity analysis
10.2. Standardized fee schedules	n/a	Supports affordability and access to all recreation facilities	Creates equal access and affordability for users
10.3. Primetime and Non-primetime consistency	n/a	Facilitates a regional approach to recreation service provision	Allows clear understanding of hours and related fees
10.6. Joint use agreements update	n/a	Ensures accessibility to all recreation facilities	Ensures the continued access to facilities
10.7. Cost sharing implementation	n/a	Supports the MMGA inter-municipal planning framework	Ensures the highest and best use of public funds for recreation

	Current Facility Utilization	Projected 2026 Utilization (Medium Growth)	Trends	Engagement Feedback	Need
7.1	73% primetime 38% total time	Prime-time: 102% Total time: 53%	Soccer is the third most popular group activity in Alberta, and basketball is the fifth (2013 Alberta Recreation Survey) Fieldhouses allow for outdoor activities to be enjoyed throughout the year, allowing people to remain active in a winter climate, making them increasingly popular across the province Fieldhouses are flexible, shared spaces that can be programmed for multiple uses	Fieldhouse was ranked as the third most used facility In the community survey fieldhouses were ranked as the fifth most needed facility Stakeholder engagement ranked a new fieldhouse as the second most needed facility	Medium
9.1	Over capacity based on evidence presented	n/a	Flexibility and shared use represents a best practice to optimize the use value of existing infrastructure	Stakeholder engagement identified difficulties in accessing school facilities	High
10.1	n/a	n/a	n/a	n/a	High
10.2	n/a	n/a	n/a	n/a	Medium
10.3	n/a	n/a	n/a	n/a	Medium
10.6	n/a	n/a	n/a	n/a	Medium
10.7	n/a	n/a	Supports inter-municipal collaboration as per updates to the MGA	n/a	High



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APPENDIX A

STAGE 1 WHAT WE HEARD REPORT

A.1 What We Heard

A robust consultation process targeting specific user groups and general population opinions and preferences for indoor recreation facilities was undertaken between May 13 and June 30, 2016. The following feedback was received and used to better understand the issues and gaps between recreation facilities and user group needs. Several issues remain the same, between 2009 and 2016 studies, and the comments from the public and stakeholders are generally symptomatic of a general lack of recreation facilities, old or of outdated facilities, and increased demand in Stony Plain and Spruce Grove from growing populations in these communities. Comments generally indicated that indoor sport and recreation facilities have simply not been able to keep up with needs.

Several similarities between the 2016 and the 2009 report appeared as the demand for increased gymnasium space, pool facilities and ice time continues to be key issues. Some of these issues are being addressed with the 2016 opening of the Border Athletic Centre, relieving some of the pressure for gymnasium facilities for gymnastics as this is the primary activity supplied by the new centre. However, the pressure on gymnasium facilities continues to be mounting, as gyms are also used as indoor practice venues where the supply of indoor fields are limited and growth in emerging organizations and drop in activities (basketball, volleyball, badminton) is on the rise. The pressure on ice arenas with growing membership in minor hockey is ongoing, particularly for prime time during evenings and weekends where availability is limited. With the growth of organized hockey and soccer associations, facility rentals are in big demand by paying organizations, thereby reducing the amount of time available for leisure activities such as leisure skating, leisure swimming and up-and-coming field sports and ice sports such as lacrosse, rugby, ringette and soccer. The impact is that there is limited supply and availability of all indoor sports facilities types to meet the needs of the growing populations of Stony Plain and Spruce Grove and that the distribution of available facilities is not equitable, particularly among lower income populations, seniors, and those with disabilities. The impact of increased usage of existing facilities is also translating into accelerated wear and tear, general lack of cleanliness, and dis-repair, particularly on older facilities, as

maintenance demands are increased. This is reflected in the comments we received, which are summarized below.

A.2 Survey Results

For this master plan, we went out to the community to promote awareness of the planning update process and to provide the public with balanced and objective information that would help them in understanding the need for a plan update. A robust consultation plan was used to gather preliminary input on what residents from Stony Plain, Spruce Grove and Parkland County saw as critical issues of indoor recreation and to identify opportunities to strengthen the delivery of service and efficiency of existing indoor recreation facilities. Public Consultation provided insight into the needs and wants of the community at large; youth, seniors as well as primary stakeholder groups, staff and recreation managers. Between May and June, 2016, stakeholders from recreation associations, community associations, sports groups and managers of school facilities, helped us to form a more complete picture of the needs, wants, and perceived issues in the region.

The engagement strategy used the following tools:

1. MindMixer: online forum
2. Stakeholder Survey
3. Stakeholder Workshop
4. Household Telephone Survey
5. Student Survey

Outreach and communications included in person visits to schools, use of print media, post cards, direct mail-outs to stakeholder groups, posters, display boards at local facilities, municipal websites and other social media.

Instead of an intercept survey, an outreach booth was set up at the Tri Leisure Centre to provide information on the facilities update and to promote online discussion through MindMixer. iPads were on hand for residents to access MindMixer to provide feedback if they had time, as well as postcards promoting the study and how to access MindMixer for residents who wished to connect to MindMixer at another time to provide their feedback.

Method	Contacts	Responses	Response Rate	Regional Representation
Household Telephone Survey	7,641	400	18%	Stony Plain n= 129 Spruce Grove n=146 Parkland County n=125
Stakeholder Group Workshop	26	17	65%	22 different user groups were invited
Stakeholder Survey	121	51	42%	
Student Survey	121	121	100%	Surveys were uploaded by staff
Mind Mixer: Online	161 active participants	189 ideas submitted	792 page views 280 unique visitors	Stats are to the end of June. Topics are open and ongoing to end of September.

A.2.1 Resident Household Survey

Bannister Research and Consulting Inc. conducted a household telephone survey of 400 adult residents of the Tri-Municipal Region between May and June 2016. The intention was to collect information and preferences with regards to:

- Interest in sport and recreation activities;
- Current usage of facilities; and
- Funding and willingness to pay for sport and recreation facilities.

Key Findings from this survey questions include:

Activities:

- **Q:** Respondents were asked to name their household's top five (5) favourite indoor sport and recreation activities that they participate in.
- **A:** Fitness or recreation swim, (12.5%) followed by fitness classes (4.25%), hockey (3.75%), soccer (3.75%), and weight training (3.75%) were mentioned most often.
- **Impact:** Facilities most used were:
 1. Pools (leisure swim).
 2. Gym & multi-purpose (fitness and training equipment).
 3. Ice rinks (hockey, skating, curling), and Field (soccer, football, running/ walking).

- **Impact:** Facilities least used were indoor courts and indoor play areas.
- **Impact:** Activities that respondents would like to participate in but currently do not are fitness classes (9%) and recreational swim (8%). This was most likely to impact those aged 55+, whose favourite activity was recreational swim.

Hours of Participation:

- **Q:** Respondents were asked to describe the number of hours per week spent on indoor sport and recreation activities by age group in their household.
- **A:** Most respondents replied **1-2 hours per week** for all ages except those under 3 years, where (60%) replied <1 hour, and those school-aged children (6-12 years) who spent more time on activities per week (42% participated 3-5x per week).

Frequency of Participation:

- **Q:** Respondents were asked to describe the number of times per week they participated in their favourite activities.
- **A:** Respondents who participated in the most popular activities were more likely to do their favourite activity 2-4 times per month or more (60-78% of respondents).

- **Impact:** This indicates that those who used indoor recreation facilities were likely to use them regularly and frequently on a weekly/monthly basis.

Barriers to Participation:

- **Q:** Which of the following reasons prevent you or members of your household from using indoor sport and recreation facilities in the Tri-Municipal region?
- **A:** Respondents indicated that the primary reason for their lack of participation was due to **cost**, followed by lack of interest in current programs and then accessibility (facility capacity, distance and inconvenience or health concerns).

Facilities most used:

- **Q:** Which facilities has your household used in the past 12 months?
- **A:** TransAlta Tri Leisure Centre was used the most (68%) followed by the arenas and the Heritage Park Pavilion, and then schools.
- **Impact:** Participants were most satisfied with the Border Paving Athletic Centre, Heritage Park Pavilion, Elks Hall and the TransAlta Tri Leisure Centre followed by the Agrena's and Halls. Those who used school facilities were generally satisfied with the facilities.

Satisfaction:

- **Q:** How satisfied are you with the indoor sport and recreation opportunities available in the Tri-Municipal Region?
- **A:** 70% of respondents replied that they were satisfied (mean = 4.02 out of 5).

Availability of Facilities:

- **A:** Thirty-nine percent (39%) of respondents indicated that there were too few opportunities for those aged 13 to 17, followed by (26%) who said there were too few opportunities for those aged 55 years or older.
- **Q:** When asked if they felt there were sufficient sport and recreation opportunities available to singles, families, and people with disabilities, just about 55% respondents felt there was the right amount for singles and families. However, 34% felt that there were too few for people with disabilities and 31% who said there were too

few facilities for families.

- **Impact:** Facilities are generally lacking for people with disabilities and somewhat inaccessible for families (due primarily to cost, distance and other barriers mentioned above).

Facilities most needed:

- **Q:** *We asked what facilities residents felt were most needed.*
- **A:** 53% indicated that Leisure Swimming areas were needed most, followed by adventures sports facilities and fitness or wellness areas with equipment, ice arenas and dry floor arenas.
- **A:** People were generally satisfied with the amount of curling rinks in the region, indicating both a low priority for new facilities and high level of satisfaction with existing facilities.
- **Impact:** When considering broad categories of facilities such as pools, arenas, gyms and multi-purpose facilities, this question confirmed that the most needed facilities responses went hand-in-hand with the most popular activities.

Distance to Access:

- **Q:** What distance is your household willing to drive to access facilities in the Tri-Municipal Region?
- **A:** The majority of responses indicated a 10-20 km distance tolerance for driving. Less than 5km was not well supported, possibly indicating that other means of transportation could be used. Distances over 20km and 30km were not as well supported.

New Facility Location:

- **Impact:** If new facilities were developed, 43% of respondents suggested they should be located in Stony Plain vs. Spruce Grove or Parkland County. 28% of respondents had no preference, which indicates that they are willing to drive to access facilities.

Costs for Facilities:

- **Q:** Respondents were asked to what extent they agreed with a series of statements regarding municipal spending on sport and recreation facilities.
- **A:** Most commonly, respondents agreed (ratings of 4 or 5 out of 5) with the statement "municipalities should provide indoor sport and

recreation facilities that are open to the public for spontaneous use and cater to the broadest public wellness for all residents” (71%).

- **A:** most respondents agreed (54%) that a combination of grants, sponsorships, donations, user fees and property taxes should be used to cover costs of new facilities and operations.
- **Impact:** Many respondents agreed that some subsidy should be provided for recreation facilities operations and programming, and that those subsidies should be large in order to make recreation affordable and accessible to all people in the region.
- **Impact:** Some respondents (28%) were sensitive to relying on user fees and property taxes to pay for new facilities and services and thought that grants, sponsorships and donations should only be used. When asked about ongoing operations, more respondents were in favour of user fees (23%) over increased property taxes.
- **Impact:** Approx. 1/3 of respondents were willing to pay up to 50\$ in increased taxes, 1/3 were willing to pay up to 100\$ in increased taxes, while 1/3 were not willing to pay any increased taxes to better meet the community needs of the region.

A.2.2 Student Survey

Approximately 121 high school students were surveyed through an event held at St. Peter the Apostle High School on June 7 between 11:50 am–12:30 pm and Stony Plain Memorial on June 8 between 11:30 am–12:30 pm, held by Parkland County staff. Of the students surveyed:

- 35% were from Spruce Grove (42);
- 28% were from Stony Plain (34); and
- 23% were from Parkland County (28).
- Another 14% or (17) youth were from outside of these three municipalities, primarily from outlying communities (Fallis (3), Devon (3), and from North of Stony Plain, Seba Beach, Evansburg, Genesee, Enoch). Two youth were temporarily in town from Ft. McMurray, presumably due to evacuation, and others did not specify.
- Most students (74%) considered themselves to be physically active, with participation outside of school hours to be in the 2–4+ times per week.

- Of the types of activities that were listed by the facility’s types, (i.e. indoor ice, indoor pool, indoor gym, indoor field etc.) students used indoor gym facilities the most, (102 responses) for walking/running, basketball, badminton, volleyball and archery, respectively.
- Indoor fitness facilities for weight/strength training were the second most reported use, followed by recreational swimming, and other pool related recreational activities.
- 47% of the students surveyed (58), reported that they participated in spontaneous drop-in activities, indicating that students prefer self-directed activities that offered flexibility of choice and timing.
- 95 students indicated that the TransAlta Tri Leisure Centre needed to be considered for improvement or enhancement. This appears to be consistent with comments on MindMixer, indicating that the Centre is quite valued, successful and apparently well used. Other reasons students gave for choosing the Tri Leisure Centre refer to:
 - Convenient location close to home;
 - Existing facility is busy, crowded, used most often by students;
 - Facilities are affordable;
 - Could expand programs offered;
 - Expanding programs to be more inclusive and will make them more accessible to more people; and
 - Not many other swim facilities to choose from.
- The 3 Ice arenas (Grant Fuhr, Stu Barnes, and Glenn Hall) were also identified as in need of improvement as they were aging facilities, outdated, and in need of repair, with limited activities available to choose from. The feeling is that multi-plex facilities are more beneficial in a community than single-purpose facilities.

When students were asked about barriers preventing them from participating in activities outside of school hours, the majority of responses indicated limitations due to time such as homework, followed by after school employment, or other commitments. Barriers to access such as transportation, costs, and injury were more significant than limited activity choices, indicating that they were mostly satisfied with the programs and activities choices currently available to them.

When asked what other activities they participated in that were not listed, the following were mentioned specifically; roller hockey, handball, track and field, squash, scouts, cheerleading, drama with dance being mentioned most often (7 times).

A.2.3 Stakeholder Group Survey

Stakeholders participated in a fluid survey online between May 26- June 30, representing 16 different sports and recreation groups. The participating organizations agreed that there were significant benefits to developing new indoor recreation facilities in the Tri Region, particularly in improving the overall health and well being in the community and in offering increased recreation opportunities. Generally, those organizations that participated in the survey, expected their organizations to remain stable or grow in the coming years. Many had experienced significant growth over the past 5 years, particularly soccer and ringette.

Most organizations used the Tri Leisure Centre as their primary facility with supplemental programming through Border Athletic Centre, Agrenas and Arenas in both Stony Plain and Spruce Grove, Halls, Recreation Centres and Schools. In addition, home school programs and schools also relied upon local ice rinks to provide additional facilities for their PE programs. Many organizations indicated that existing facilities in the region had reached capacity particularly for indoor ice rinks, indoor pools, indoor gyms and indoor field facilities and that the lack of available facilities (especially prime-time slots) was hampering their ability to grow as organizations and to keep up with increasing demand in the region. Often organizations were required to piece together a schedule from a number of facilities throughout the region in order to meet growing programming and training/practice demands.

- Generally, those organizations who participated expected growth or consistent membership in the coming years.
- Many indicated additional hours and facilities could be used by their organization. Most programs supported school age and youth programming in the areas of hockey, ringette, rugby, aquatics, martial arts,...
- Most organizations indicated that they used these facilities in the winter and spring seasons, with few organizations offering year-round programming.

- Most organizations indicated that they would support additional facilities to meet current and future demands for the following facility types:
 - Indoor ice arenas (61%)
 - Indoor sports fields (96%)
 - Indoor gymnasium facilities (82%)
 - Fitness/wellness facilities (78%)
 - Flexible programming facilities (72%)
 - Swim facilities (42%)
- Although sports and recreation associations were generally in favour (44%) of applying a 5% increase in membership fees to cover increasing costs for operations, youth, senior and toddler service providers were not in favour of any increase in membership charges. Also, increased membership fees were more acceptable to organizations who were growing than to those who's membership was stable or expected to remain the same in the coming years.
- Most groups agreed (91%) that new facilities should be paid for through government grants or through sponsorships (70%)
- Most stakeholder groups indicated that the best location for a new facility would be in the Stony Plain or Spruce Grove communities, or somewhere in between in Parkland County E.
- The SGSA indicated that they had plans for new indoor facilities in the region in the coming years.
- Opportunities for other supporting services within the region were identified as:
 - Retail sport outlets and services (71%)
 - Food and beverage services (65%)
 - Spectator seating (58%)
 - Community group storage spaces (45%)
 - Professional health services (assuming sports medicine) (29%)

A.2.4 MindMixer Promotion at TransAlta Tri Leisure Centre

A promotional booth was set up at the TransAlta Tri Leisure Centre June 14 from 10 am-12:30 pm, June 16 from 4 pm-6 pm and on June 20 from 8 am-10:30 am in order to promote the MindMixer engagement tool and general awareness of the plan update process.

A.3 Workshop Results

A stakeholder workshop was held from 5:30–8:30 on June 15 at Elks Hall in Spruce Grove to discuss the vision/goals and opportunities for the Tri-Municipal plan going forward. A total of 17 people attended the workshop, representing 22 organizations, including SGSA, various Hockey associations, Kung Fu, Tai Chi, Phoenix, Parkland Pirates, Spruce Grove Golden Eagles, judo, Rodrigo Resende Academy Karate, ringette, girl guides, Aerials gymnastics, Stony Plain basketball, and the Parkland Village Community Centre.

The vision and goals were discussed during the stakeholder workshop. Although some of the previous goals continue to be relevant today, as they were in 2009, many of the comments reflected the desire to articulate a more inclusive, and equitable ambition, particularly for those economically challenged, and for vulnerable populations.

According to feedback during the public consultation during the 2016 update, the 2009 goals should be updated to better reflect the following priorities:

- Inclusive: making them more inclusive, offering something for everyone (all ages, gender, culture and socioeconomic status).
- Accessible: to be barrier free and more accessible to all residents.
- Equitable: making more programs available to a greater number of people in the short term.

Opportunities to improve the delivery of indoor recreation through facilities were:

- Focus on being more inclusive.
- Tri leisure centre needs to be more community oriented and accessible (fee friendly). Consider more regional funding contribution instead of relying on user fees.
- Offer more adult drop-in programs to encourage adults/seniors to learn a new activity.
- Improve services for adults in the 30-65 year old range.
- Ensure all three municipalities are in alignment and cooperation.
- Identify 'spontaneous use' time in every facility.
- Research other models of service delivery and learn from them.

- Identify other sources of revenue generating activities that are compatible with recreation/leisure facilities i.e. blood bank, monster swap.
- Link community events to recreation facilities websites.
- Create capacity for growing recreation organizations.
- Make all facilities wheel chair accessible – i.e. Stu Barnes Arena (older facilities) does not meet this standard

Facilities that were identified as reaching capacity were:

- School gyms
- Tri Leisure gym
- Tri Leisure soccer fields

When asked about the conditions/criteria that would trigger a feasibility study or detail design development of a new facility, participants responded:

- When usage reached 75%
- Recognition of when a use group can no longer expand in the region due to limited availability of facilities
- Population growth
- Based on research data in a needs assessment
- When the maintenance or renovation costs, of an aging facility, out-weigh the usability of the facility.
- Facilities are outdated and no longer support recreation activities they were designed for, or when new trends demand new facilities
- When additional supply is present but unavailable; i.e. schools in summer months

The workshop participants identified the following priorities or facilities that were most needed:

- Pool facilities upgrade in Stony Plain area (particularly 50M pool).
- Large indoor facility for soccer, indoor-multi use, indoor wheeled park (skateboard, BMX bike), track, gyms and multiple courts.
- Upgrade Glen Hall Centennial Arena bathrooms, plumbing, and to add ice, pool, track, media rooms etc. to make it a large regional facility in Stony Plain.
- Ice surfaces.
- Upgrade facilities for wheel chair access.
- Expand/Improve the Tri Leisure Centre.

A.4 Interactive Results

MindMixer was used in this process to elicit information from interested groups and citizens at large who use indoor recreation facilities. The site was used to collect qualitative feedback on the general satisfaction with current facilities, which facilities, and how facilities are currently being used and where opportunities for improvement of facilities are needed. The survey was also designed to capture program needs that are not currently offered adequately through public facilities.

Results below are those published to end of June 2016, however the online forum and questions remain open for discussion to the end of September and will continue to be monitored up to completion of the project.

Overall feedback indicated that existing facilities are currently adequately servicing most programs and that residents are generally satisfied. Spruce Grove arenas are generally in good condition. Facilities appear to be well managed, clean and in good repair. However, it was apparent that facilities were lacking in Stony Plain compared to Spruce Grove (one hockey rink in Stony Plain while there are 4 rinks in Spruce Grove). The New Border Athletic Centre is well received. Some popular facilities and activities are now reaching their limitations. Other facilities are in need of updating (i.e. old fixtures, not accessible), showing much wear, and in need of repair. In particular, The TransAlta Leisure Centre is very popular (“crowded” and “too busy”) and demand has now outgrown its ability to deliver services.

Several comments indicated that many facilities within the Tri Leisure Centre are reaching capacity, therefore putting pressure on access, limiting leisure and drop in potential and causing greater wear and tear than current maintenance is able to keep up with. The TLC is viewed as being too costly to rent for youth community sports and for new families in comparison with other facilities. Comments such as “overpriced”, “expensive” when combined with overcrowding, limited access and availability give the perception of low value, and appear to be non-equitable to all families. Some comments indicated the need for more programming for teenagers and low-income families and seniors.

MindMixer

Online community engagement tool—a.k.a. Virtual Town Hall and forum for collaboration.

Vote on polls, complete surveys, submit ideas, share photos or videos, and comment.

Specific comments include the need for:

- Expanded fitness areas (gyms and multi-purpose and studio spaces) and drop-in activity spaces especially during evenings and weekends. Increased space for groups and larger fitness classes are needed. More choice for days/times/and flexible costing structure (drop in price?).
- Maintenance, which is not keeping up with increased usage in the pool, resulting in unclean facilities, (multiple comments on cleanliness) broken locking equipment in change rooms and outdated fixtures.
- Facilities need to be enhanced – outdoor landscape elements.
- Need more play props available for infants and toddlers (floaters, water strollers, toys).
- Ice is building up on the gates (too warm?) and needs to be chipped away; concrete is showing wear in the benches.
- Lack of senior’s rec opportunities in the region (shuffleboard, lawn bowling/boccie, pickleball, wood working, textiles).
- Indoor play centre is too small for growing demands and availability of pool and play centre time for leisure is poor.
- Association memberships growing, not enough ice times available.
- Soccer facilities at TLC have reached capacity (boarded and non boarded soccer pitches). Associations having to turn kids away in the

indoor soccer season due to limited field space at TLC. Spruce Grove soccer is booked to capacity and still having to turn kids away. (There are several of these comments.)

- Indoor courts should be fee for service basis or included in membership.
- Missing were scheduled times for handicap use at the pool.

Several comments indicated that overall, the number of facilities needs to be increased within the Tri-Municipal Region; especially for ice rinks, indoor field activities, and pools. Due to increased registrations and growing demands for organized team hockey and swim lessons, leisure skating and leisure swimming time and space have been reduced. Facilities are barely able to meet the demands of increased memberships, placing too much pressure on existing facilities and frustrating users/sport associations and parents. Many online participants expressed specific comments, such as the following:

- Hockey, and ringette teams are having to seek out peak ice time in facilities that are further from Stony Plain and Spruce Grove; (Edmonton, St. Albert; A negative consequence of this is that money is not staying in the Tri area to support local business spin offs).
- Maintenance is not keeping up with increased usage, resulting in unclean facilities and poorly maintained facilities with outdated or inadequate features.
- Practice time is being offered too late for younger children (5 pm-8 pm is ideal).
- Weekday ice time is in big demand.
- Hockey dominates demand on ice time, and does not allow for alternative sports to use the facility.

Typically, private centres are too costly for families, and do not provide an alternative to public facilities, however tend to be less busy and available. Most citizens are required to drive to facilities due to limited availability close to Spruce Grove and Stony Plain. This is a necessity but adds additional time to recreate, making it less appealing to users.

Generally, both drop-in and scheduled activities were desirable. Drop-in fitness is currently limited by scheduled programming and overcrowding. Drop-in basketball, badminton, volleyball, public skating, leisure swim, soccer and fitness classes were all activities that were desirable in the region.

Other opportunities included the following:

- Comments indicated that halls and community centres are under-utilized and many are in need of renovations. If improved, these could be rented out. Also, making them more accessible and closer to residents in rural areas made them appealing.
- An additional pool was requested (multiple comments) to provide for swim lessons and leisure swim as well as for competitive water polo.
- A large fieldhouse is needed for baseball, football, lacrosse during winter months and as practice fields for training. Artificial turf would be welcome.
- Opportunities: Need a new facility in Stony Plain. (Twin the Glenn Hall Centennial Arena?) Stony Plain Community Centre is old and in need of repairs.
- Opportunities: Partner with YMCA to build a multi-use facility to take pressure off taxpayers and City funds, and to make facilities more accessible to lower income families as membership fees are paid along a sliding scale.
- Opportunities: Design new ice rink facilities to accommodate lacrosse and soccer as well.
- Opportunities: Build another multi-use recreation facility on the east side of Spruce Grove for soccer, swim, leisure ice, and fieldhouse sports. Gym space is also needed. Terwillegar Rec Centre or Sherwood Park Millennium Place or St. Albert all provide good models offering bigger facilities and different facilities. I.e. wave pool, saltwater pool. Residents are travelling to facilities outside of the region for better services and facilities. (mentioned many times)
- School facilities are inadequately sized and are currently booked to capacity. Need to integrate new schools when planning regional recreation facilities. This has been a missed opportunity in the past.



APPENDIX B

ACCESS TO

RECREATION FACILITIES

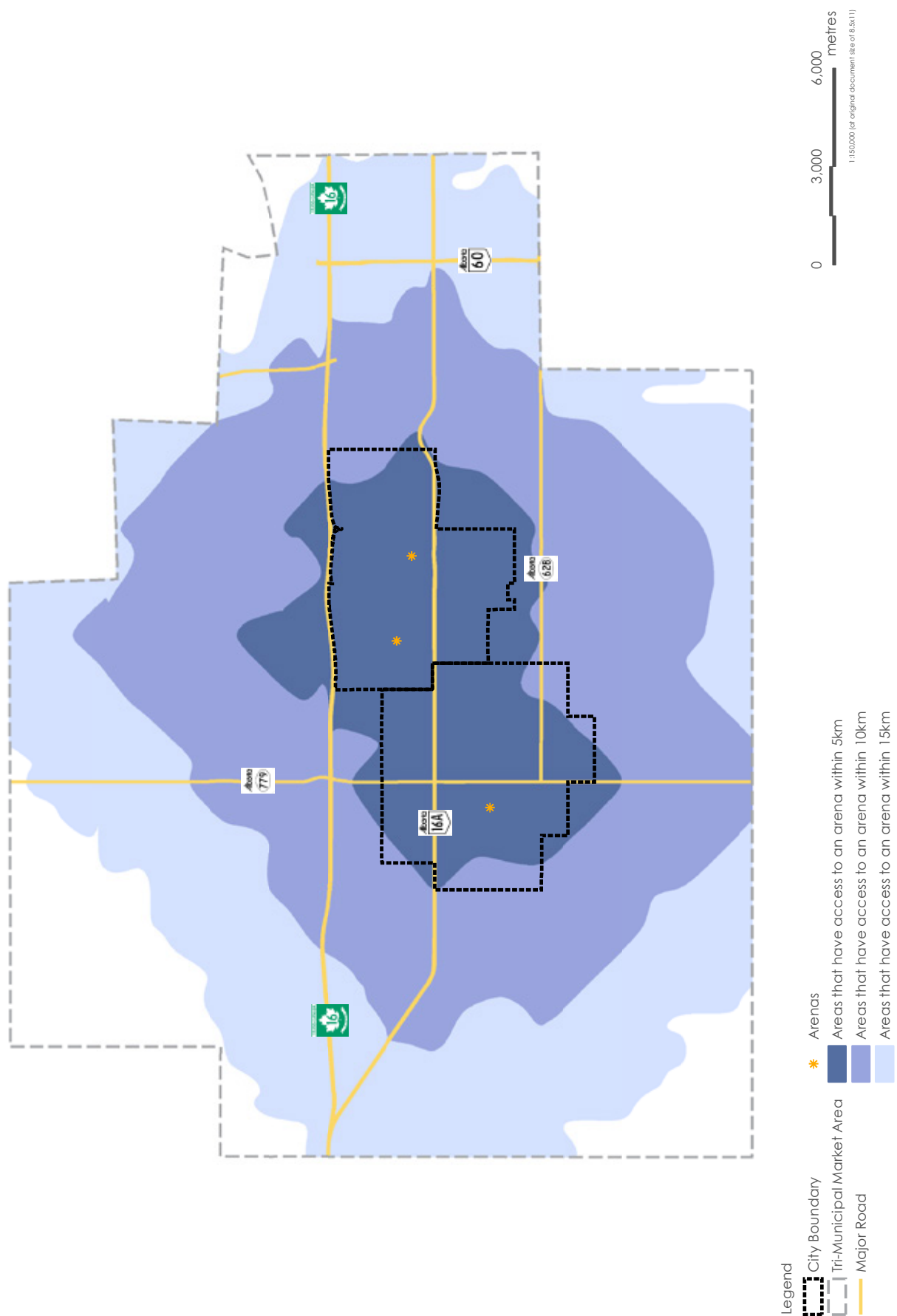


Figure B.1. Residential Access By Facility Type-Arena

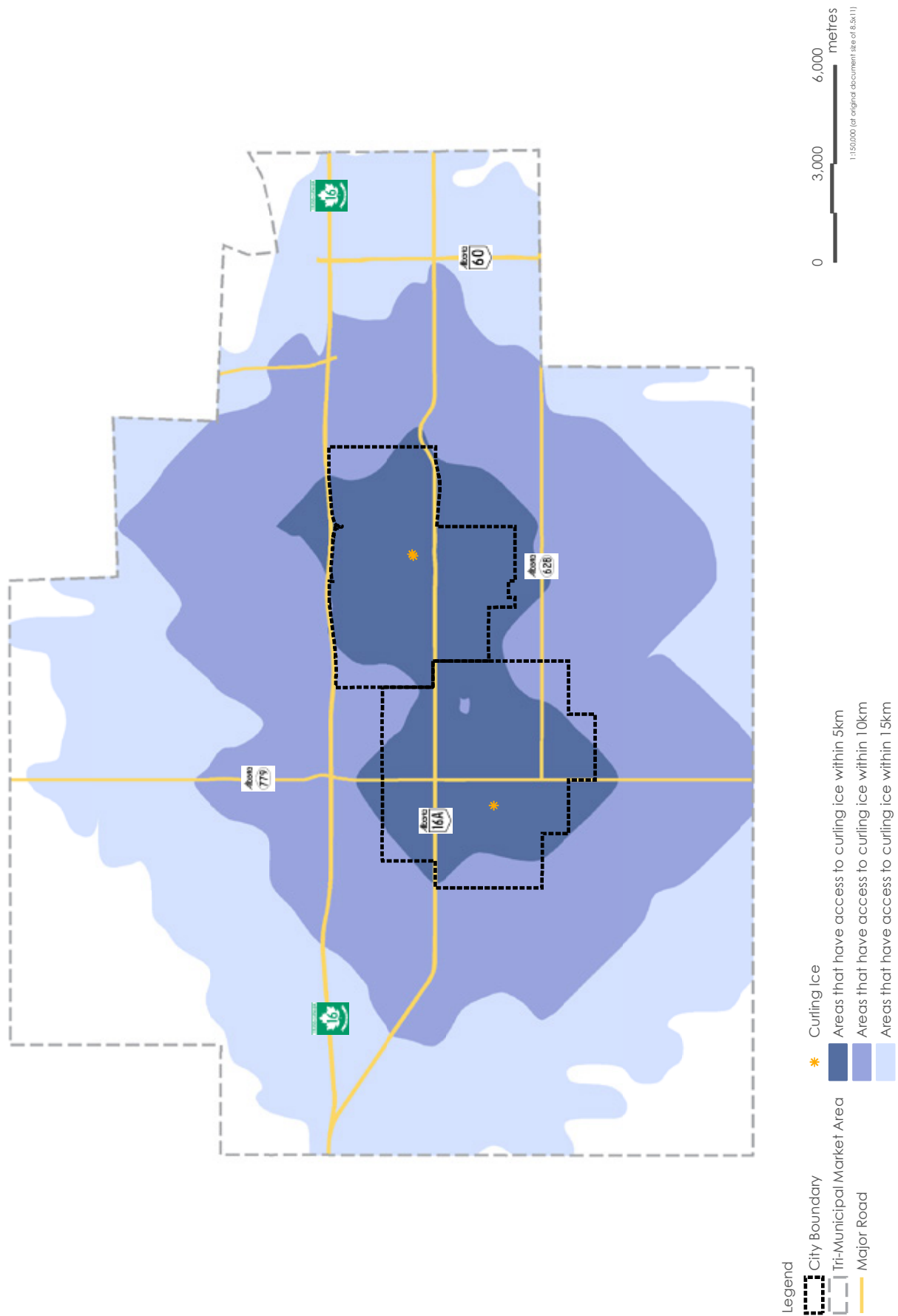


Figure B.2. Residential Access By Facility Type-Curling Ice

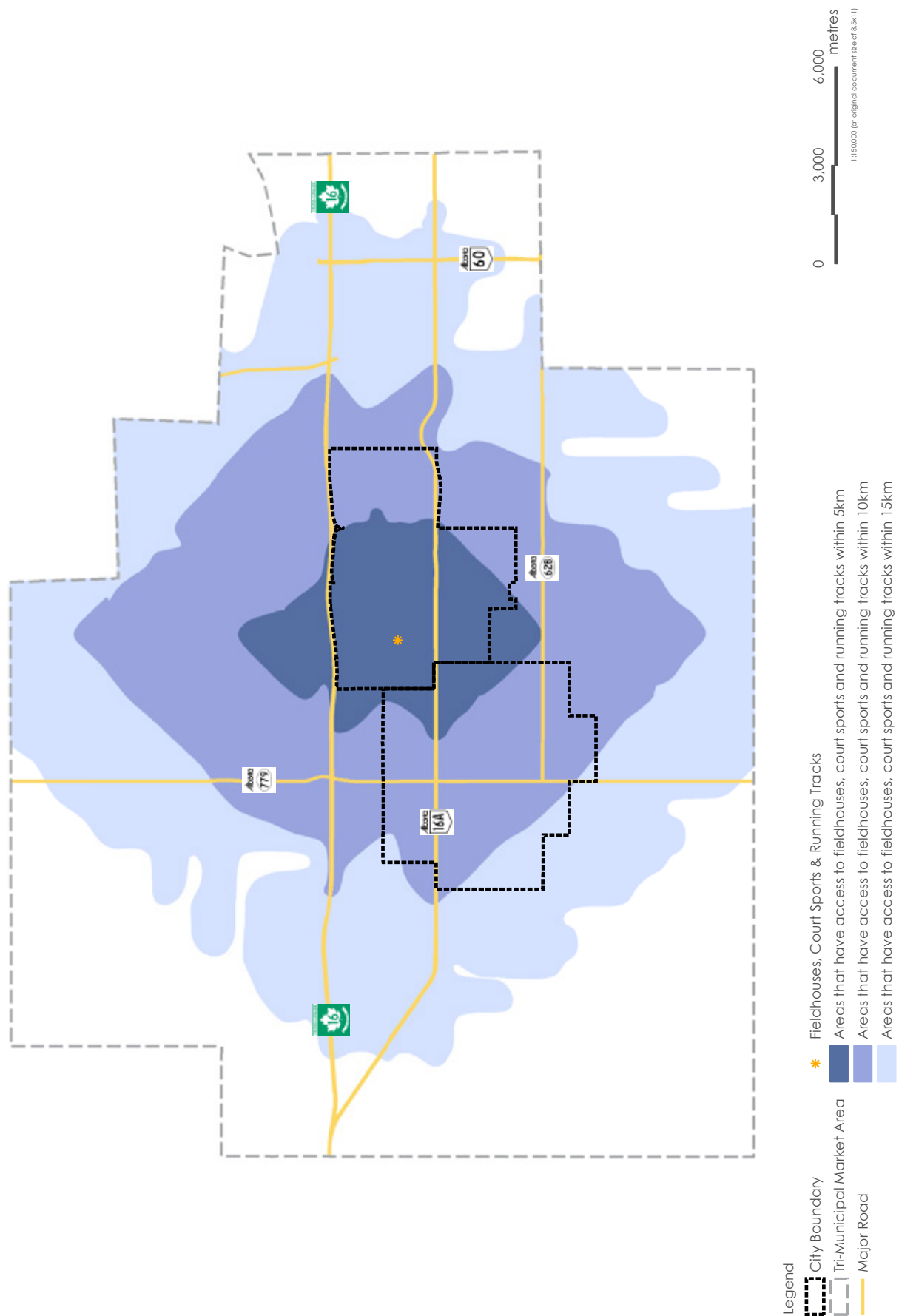


Figure B.3. Residential Access By Facility Type-Fieldhouses, Court Sports, and Running Tracks

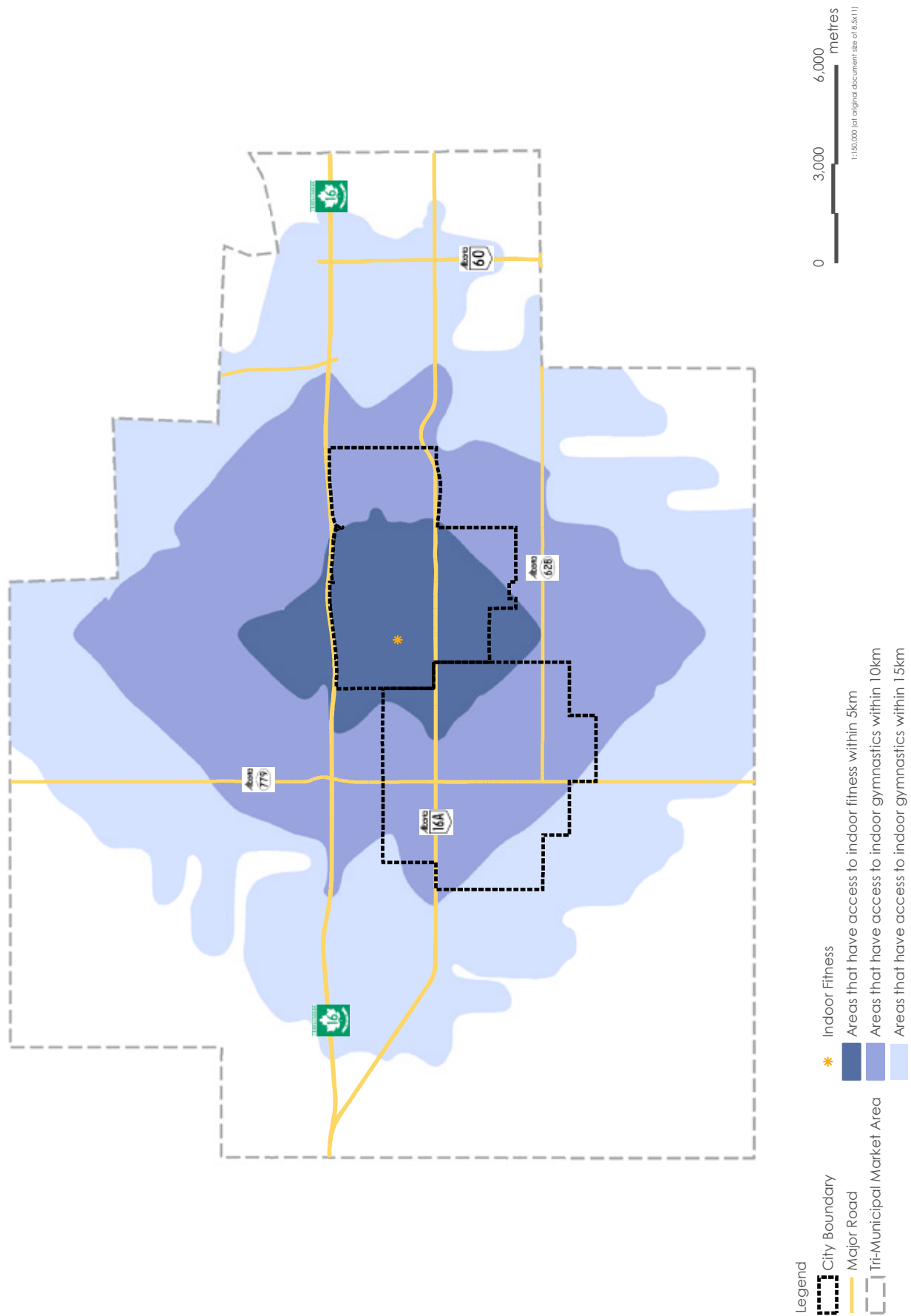


Figure B.4. Residential Access By Facility Type-Indoor Fitness

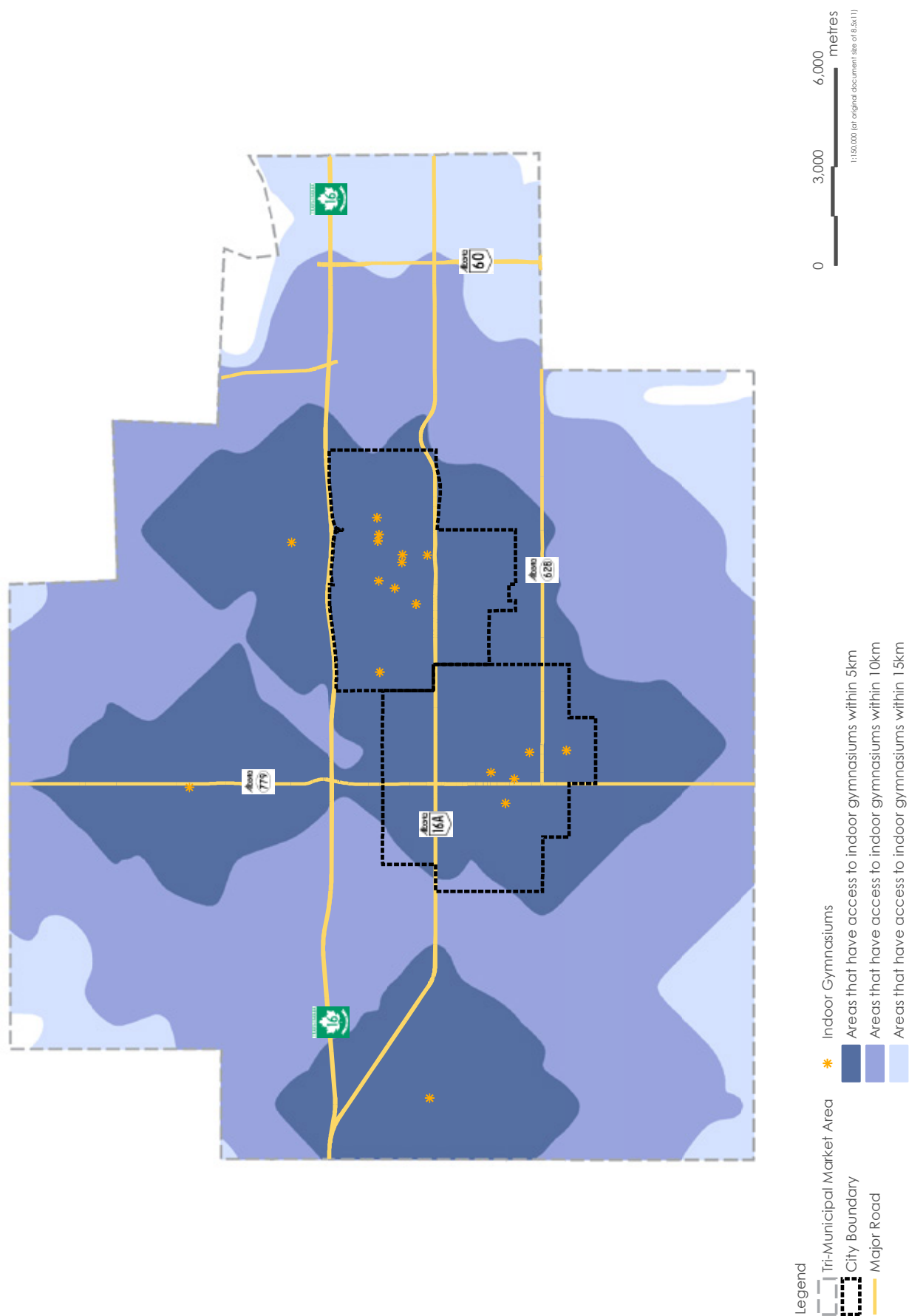


Figure B.5. Residential Access By Facility Type-Indoor Gymnasiums

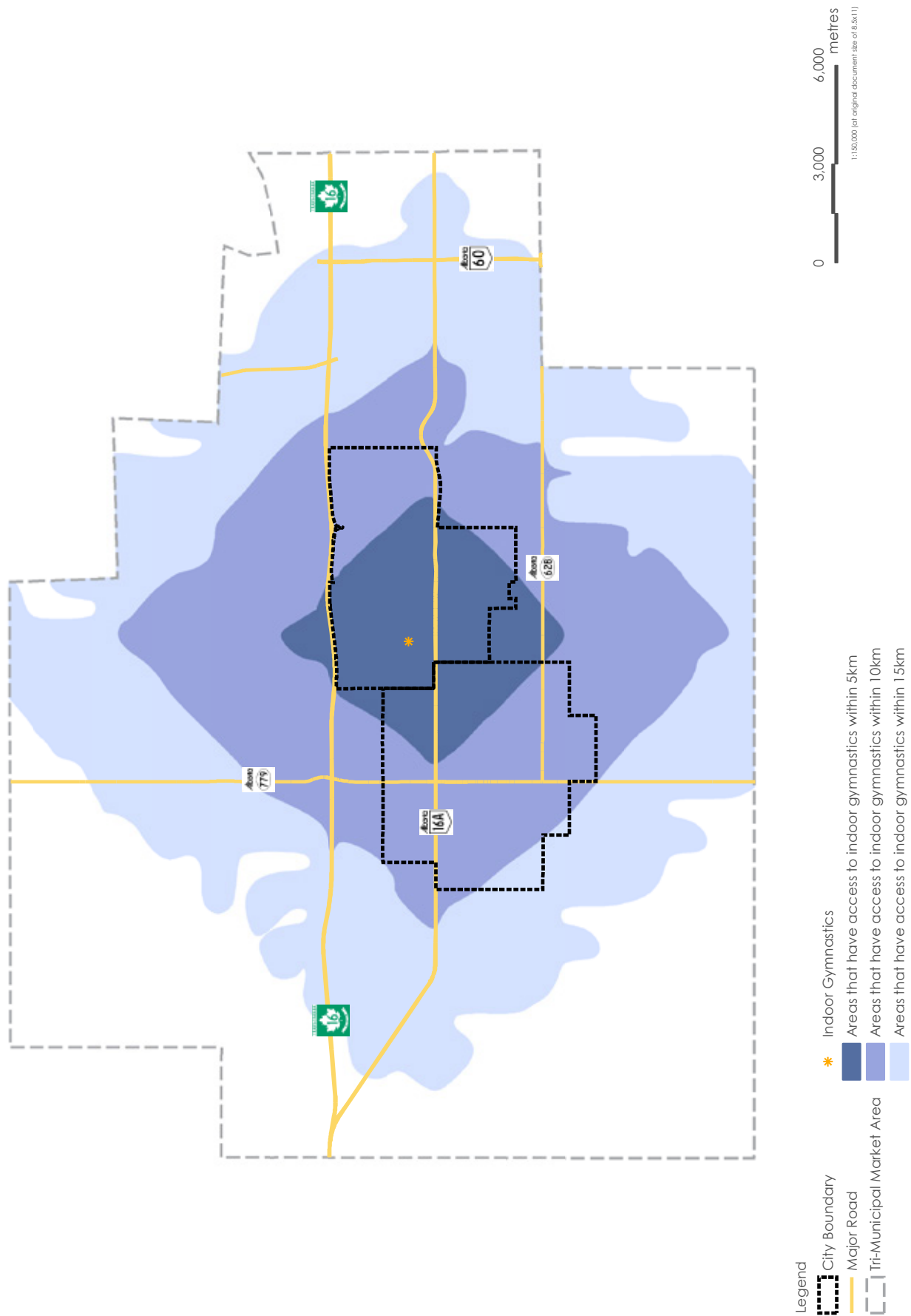


Figure B.6. Residential Access By Facility Type-Indoor Gymnastics

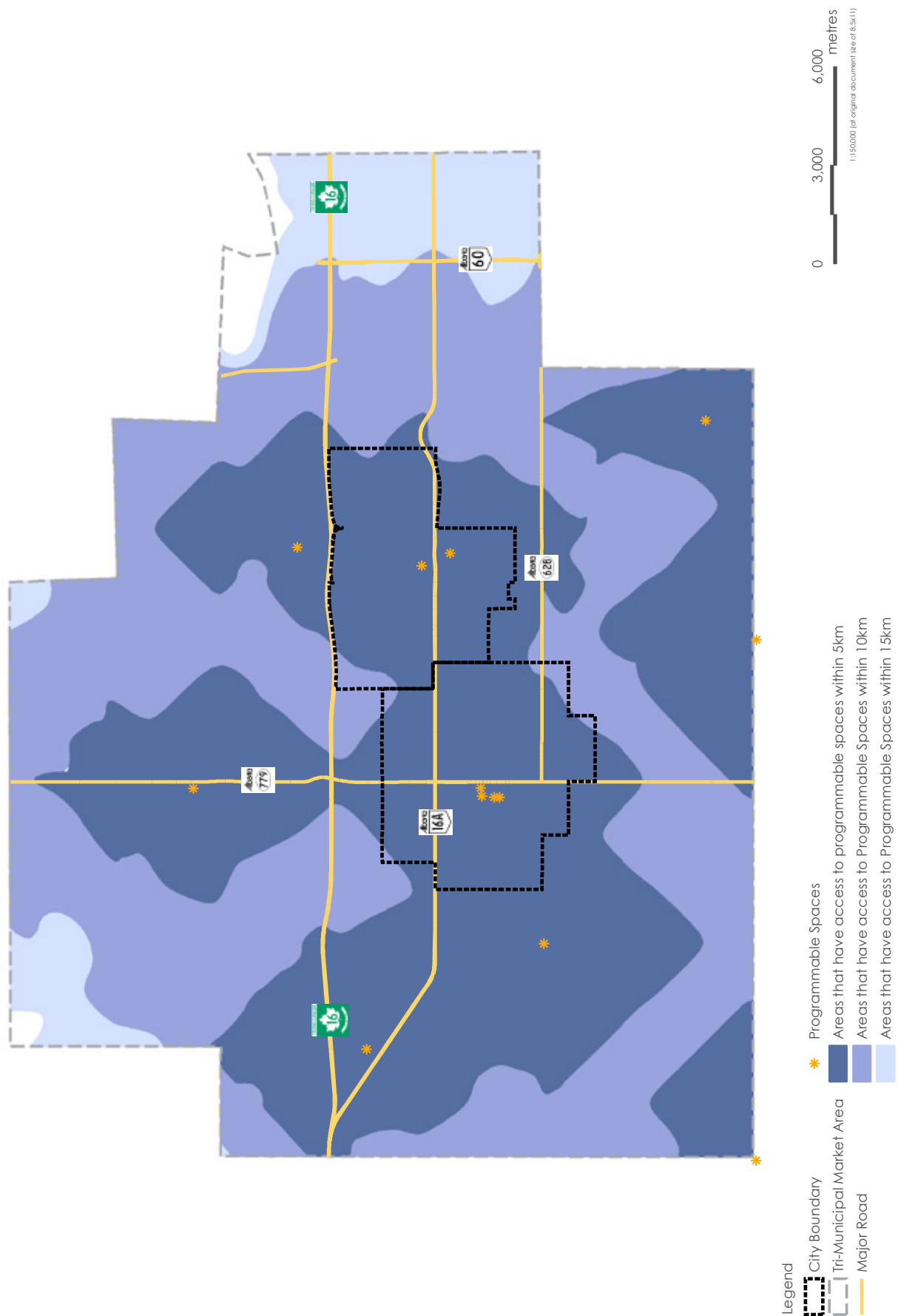


Figure B.7. Residential Access By Facility Type-Programmable Space

APPENDIX C

IMPLEMENTATION PLAN

STRATEGIC DIRECTIONS		TARGETED TIMEFRAME		
		Short-term (0–3 years)	Medium-term (4–7 years)	Long-term (8–10 years)
1. Defer TLC Expansion to a New Multi-Purpose Leisure Centre				
1.1	Rather than expanding and upgrading the Tri Leisure Centre, conduct a feasibility study for a new multiplex that includes a leisure pool, lane pool, twin arena, indoor adventure park, fieldhouse, fitness/wellness space, walking track and multipurpose programmable space. Timeframe: Immediate (2017)	✓		
2. Community Cultural Plan Integration				
2.1	Review community cultural plans and examine the feasibility of integrating recommended new cultural facilities with recommended new recreation facilities from this Plan. Timeframe: Immediate (2017)	✓		
3. Arena Strategy				
3.1	Complete the feasibility study for the twinning of the Glenn Hall Centennial Arena and expand the arena if deemed feasible. Timeframe: Immediate (2017) start with additional ice opening in 2019, pending results of the feasibility study.	✓		
3.2	Include considerations for a twin arena in the feasibility study for a new multi-purpose leisure centre. Timeframe: Short term (2018) start with opening in 2022	✓		
4. Aquatics Strategy				
4.1	Include considerations for an aquatics centre, including a zero-entry pool, lane pool and lazy river in a feasibility study for a new multi-purpose leisure centre. Timeframe: Immediate (2017) start with pool opening in 2022, pending results of the feasibility study.	✓		
5. Indoor Adventure Facility Strategy				
5.1	Include considerations for an indoor adventure centre in the feasibility study for a new multi-purpose leisure centre. Timeframe: Immediate (2017) start with opening in 2022, pending results of the feasibility study.	✓		

STRATEGIC DIRECTIONS	TARGETED TIMEFRAME		
	Short-term (0–3 years)	Medium-term (4–7 years)	Long-term (8–10 years)
6. Fitness/Wellness Strategy			
6.1 Include considerations for a fitness/wellness facility and walking track in the feasibility study for a new multi-purpose leisure centre. Timeframe: Immediate (2017) start with opening in 2022, pending results of the feasibility study.	✓		
7. Fieldhouse Strategy			
7.1 Include considerations for a fieldhouse in the feasibility study for a new multi-purpose leisure centre. Timeframe: Immediate (2017) start with opening in 2022, pending results of the feasibility study.	✓		
8. Land Acquisition			
8.1 Establish two new sites for future regional facility development; major (25 acres) and minor (15 acres). Timeframe: Immediate (2017)	✓		
9. Community School Strategy			
9.1 Prepare a community school charter to research existing conditions and ways to maximize community uses of schools. Timeframe: Short term, start research with the charter being approved in three years (2019)	✓		
10. Operational Strategy			
10.1 Data Tracking: Utilize an online booking and registration program that could be used by all facilities to provide real time utilization information. Timeframe: Immediate (2017)	✓		
10.2 Facility Planning Process: Adopt the Recreation Facility Development Process presented in Section 7.6. between the Tri-Regional Partnership that establishes clear processes for facility planning, approvals, implementation and close out. Timeframe: Immediate (2017)	✓		
10.3 Fees: Establish and implement a fees and charges policy to be applied to all regional facilities. Timeframe: Immediate (2017)	✓		

STRATEGIC DIRECTIONS	TARGETED TIMEFRAME		
	Short-term (0–3 years)	Medium-term (4–7 years)	Long-term (8–10 years)
10.4 Primetime and Non-Primetime Consistency: Prepare a standardized policy for primetime/non-prime time in each facility category, such as arena, aquatics, fitness/wellness, fieldhouse, community gym. Timeframe: Immediate (2017)	✓		
10.5 Cost to Users: Review and update the barriers to access services and how they might be addressed in new policies that ensure equal access. Timeframe: Immediate (2017)	✓		
10.6 Tri-Municipal Partnership Joint-use Agreements: Review and update existing joint-use agreements and establish joint-use agreements for existing and new recreation facilities that do not currently have agreements. Timeframe: Immediate (2017)	✓		
10.7 Cost Sharing: Develop a cost sharing agreement between Tri-Municipal partners. Timeframe: Immediate (2017)	✓		

TRI Indoor Recreation Facility Strategy for the **PLAN:** Tri-Municipal Region

