



Town of  
**CANMORE** Council Policy

**Policy Title:** Recreation Services

**Policy Number:** REC-004

**Effective Date:** March 3, 2020

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**POLICY STATEMENT**

1. The Town of Canmore recognizes the importance of recreation, health and wellness, sport, and educational experiences as a strong contributor to the quality of life of residents and visitors. The Town also recognizes the value of fiscally responsible operations and service delivery that has a strong emphasis on collaborative partnerships with stakeholders from the private and not-for-profit sectors.

**PURPOSE**

2. This policy sets out:
  - a) The vision, mission, and operating principles which guide Recreation Services in the provision of facilities, programs and activities;
  - b) A commitment to stakeholder engagement to ensure that facilities, programs, and activities respond to the needs of the entire community; and
  - c) A cost recovery framework.

**VISION**

3. Canmore embraces and proactively uses recreation as an essential means for enhancing the wellbeing of individuals, community, and our natural and built environments.

**MISSION**

4. Foster the health and wellbeing of residents.
5. Build community health and wellness, spirit, and culture.
6. Deliver healthy environments as a core public good.
7. Encourage participation by operating within an inclusive and sustainable business model founded on service excellence and community conscience.
8. Operate in a manner that recognizes the importance of private fitness providers and is sensitive to their challenges.

**DEFINITIONS**

9. **Recreation:** The experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing.
10. **Public Recreation:** The provision of recreation services by governments and non-governmental groups and organizations for the benefit of individuals and communities.

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11. **Activity:** Inclusive public access to a recreation venue which may require the payment of a fee and subject to varying levels of supervision.
12. **Facility:** Town owned and operated recreation venues, the allocation of which is governed by Recreation Services, although the development, maintenance, and some aspects of operation may be provided by Facilities or Public Works. Rental fees may be charged for the exclusive use of venues.
13. **Program:** A coordinated instructor-led opportunity for a recreation experience to occur and used to describe a variety of different operations provided by the Town of Canmore.
14. **Stakeholder:** For-profit and not-for-profit organizations or individuals who work collectively to enhance individual and community wellbeing through recreation.
15. **Direct Operating Costs:** Expenses related directly to the provision of recreation programs and services. For the purposes of this policy, direct operating costs include:
  - a) All program instructional costs.
  - b) The rental cost of non-town facilities. If the program is provided in a Town facility then a portion of the overhead cost is applied.
  - c) Cost of all equipment and supplies.
  - d) A portion of overhead costs (administration wages, advertising, insurance, software licensing and other overhead to implement the program).

#### OPERATING PRINCIPLES

16. **Service Excellence**
  - a) Provide high quality facilities, programs, and activities delivered by qualified staff and/or contractors.
  - b) Operate recreation facilities in an efficient and responsible manner on behalf of the community.
  - c) Customer service is proactive, attentive, and reactive to customer needs.
  - d) Safety is our number one priority.
17. **Engagement and Inclusion**
  - a) Increase participation through high quality innovative programming which encourages all residents to pursue their passions and be more active.
  - b) Increase inclusion and access to recreation for populations that face constraints to participation.
  - c) Connect residents more positively to their communities of interest to enhance their sense of belonging.
  - d) Partner with stakeholders to maximize the opportunities available to encourage participation.
  - e) Maintain clear, proactive lines of communication and engagement with the private fitness providers.
  - f) Recognizing that there is a continuum of services and the importance of allowing space for private fitness providers to succeed. This allows inclusion within the fitness landscape and provides a richer environment for Canmore citizens to choose from.
18. **Fiscal Responsibility**
  - a) Highest individual and community benefit within a financial framework.

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- b) Success measured on total participation, operating surplus/deficit and indirectly through service outcomes.
- c) Operates on an operating break-even basis with annual revenues sufficient to recover all direct Recreation Services Department operating costs.
- d) Recover a range of 60 percent to 70 percent of the costs directly attributable to operations including those incurred by Recreation Services and Facilities, but excluding any allocation of overhead costs associated with contributions from other Town departments such as HR, IT, Finance, and Communications.

**19. Partnerships and Collaboration**

- a) Recreation relies on and nurtures partnerships and collaboration among:
  - i) Public, not-for-profit, and private providers of recreation and parks experiences.
  - ii) Multiple sectors and disciplines that influence wellbeing and share common goals, e.g. health, tourism, education, arts and culture, and nature conservation.
  - iii) People who care about and influence the wellbeing of individuals, families, communities and our natural and built environments, including parents and other family members, elected officials, recreation staff, early childhood educators, caregivers, teachers, school boards, fitness industry members, coaches and volunteer leaders in community programs.

**USER PARTICIPATION AND COST RECOVERY**

**20. Accessibility**

The Town of Canmore will optimize community participation in public recreation facilities, programs and services in order to encourage improved community health and wellness.

**21. Inclusivity**

The Town of Canmore will reduce barriers that restrict segments of the community from participating in or accessing public recreation, facilities, programs and services.

**22. Fiscal Responsibility**


The Town of Canmore understands the capital and operational costs associated with individual facilities, programs and, services. The Town will develop and operate Recreation facilities and manage Recreation programs and services in a sustainable, effective, and efficient manner.

**23. Rate Discount for Target Demographics**

As outlined in the Cost Recovery Pyramid (Diagram A) The Town of Canmore will provide various levels of discounted rates to specific demographics to reduce barriers to participation. Recreation Services will use marketing to promote recreation facilities, programs and activities, to foster resident health and wellness, and generate operating revenues to reduce the amount of tax supported operating subsidy required to operate.

**24. Affordability**

The Town of Canmore will ensure that fees for facilities, programs, and services are reasonable in comparison to similar facilities in other municipalities, not unduly competitive with the private sector, aligned with the Town’s goals for social inclusion and appropriate to Recreation Services’ cost recovery targets.

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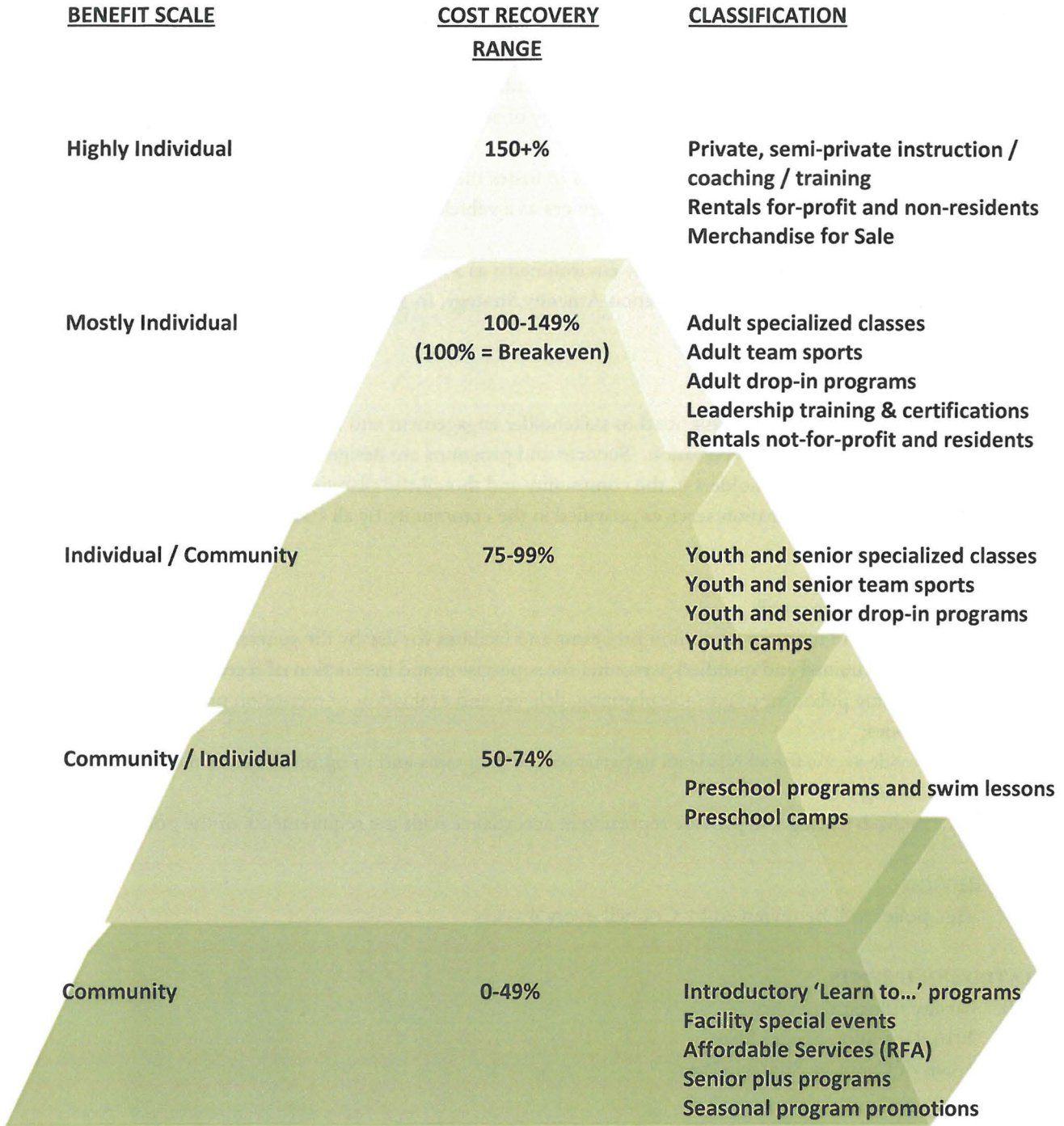
25. **Cost Recovery Framework**

This framework provides a methodology for determining the appropriate percent of cost recovery required by the Town for recreation service delivery. The framework supports the notion that the use of tax revenue is appropriate to subsidize services that have the most community wide benefit, while higher user fees are appropriate for services which have higher individual benefit.

This framework is based on a continuum that considers the community wide benefit and individual benefit of a program or activity. The following pyramid depicts the recreation service classification, where the benefit of each service is considered, as well as the cost recovery level expected in order to offset the direct operating costs.

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**Cost Recovery Pyramid**



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**POLICY DIRECTIVES****26. 2016 Recreation Master Plan**

- a) The Town of Canmore Recreation Master Plan (RMP) guides decision-making and efforts related to recreation spaces and services, ultimately enhancing the value of recreation in the Bow Valley. The RMP outlines a philosophical foundation for investment in recreation. This foundation includes three overarching goals and 18 intended service outcomes that articulate why recreation is in fact a social good worthy of sustained and enhanced focus and effort.
- b) Goals:
  - i) The Town uses Recreation Services to foster the health and wellbeing of its citizens.
  - ii) The Town will use Recreation Services as a vehicle to build community health and wellness, spirit and culture.
  - iii) The Town will deliver healthy environments as a core public good.
- c) The RMP also provides a Recreation Amenity Strategy, to guide current and future resource allocation.

**27. Stakeholder Engagement**

- a) Recreation Services is committed to stakeholder engagement and a collaborative approach to providing community recreation. Services and programs are designed and delivered, with the recognition of stakeholders in the community and thoughtful planning which considers the continuum of recreation services provided in the community by all stakeholders.

**RESPONSIBILITIES****28. Recreation Services will:**

- a) Provide and maintain recreation programs and facilities for use by the general public;
- b) Provide trained and qualified personnel for supervision and instruction of recreation programs;
- c) Welcome public input into the planning, delivery and evaluation of recreation programs and facilities;
- d) Provide access for all residents to participate in programs and to optimize use of recreation facilities; and
- e) Establish pricing and provide reporting in accordance with the requirements of the policy.

**POLICY REVIEW**

- 29. This policy will be reviewed by Council every 4 years.

**RELATED DOCUMENTS**

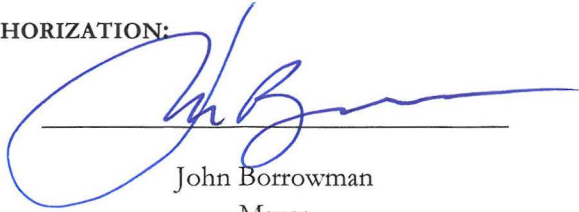
- 30. Facility Allocation Policy
- 31. 2016 Recreation Master Plan
- 32. Town of Canmore Strategic Plan

**TRANSITION**

- 33. Recreation Services Operating Policy REC-002 is hereby repealed.
- 34. Recreation Services User Fee and Rental Rate Policy REC-003 is hereby repealed.

Policy approved by CT JB

**AUTHORIZATION:**



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John Borrowman  
Mayor



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Cheryl Hyde  
Municipal Clerk

**REVISION HISTORY**

Recreation Services Policy REC-004 Approved March 3, 2020:

- Repeals: Recreation Services Operating Policy REC-002
- Repeals: Recreation Services User Fee and Rental Rate Policy REC-003

Policy approved by: GT JB